FREIGHT TRAFFIC ISSUE: SPECIAL REPORT ON SHORT LINES p. 35

SEPTEMBER 26, 1966

RAILWAY AGE
WEEKLY

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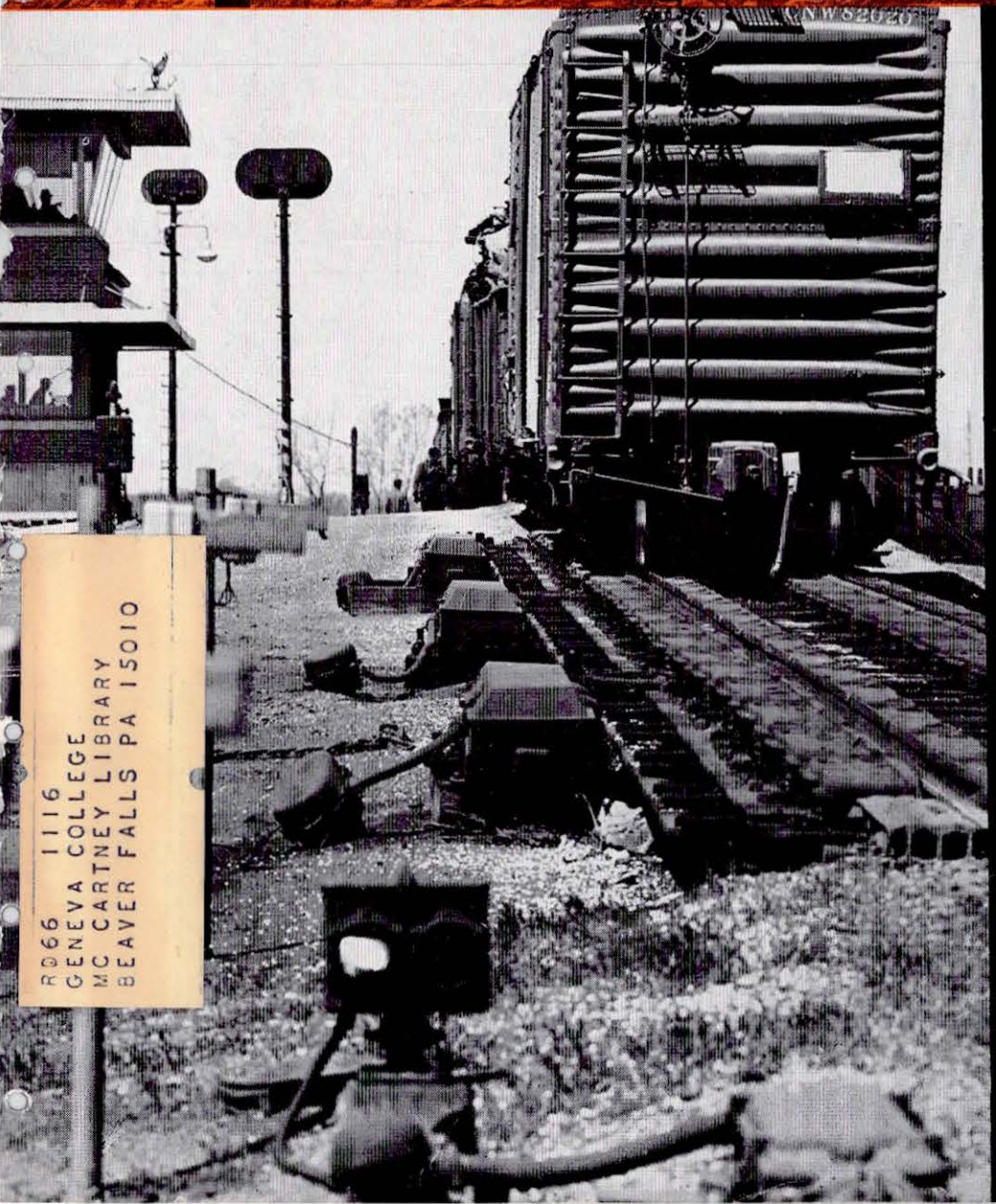

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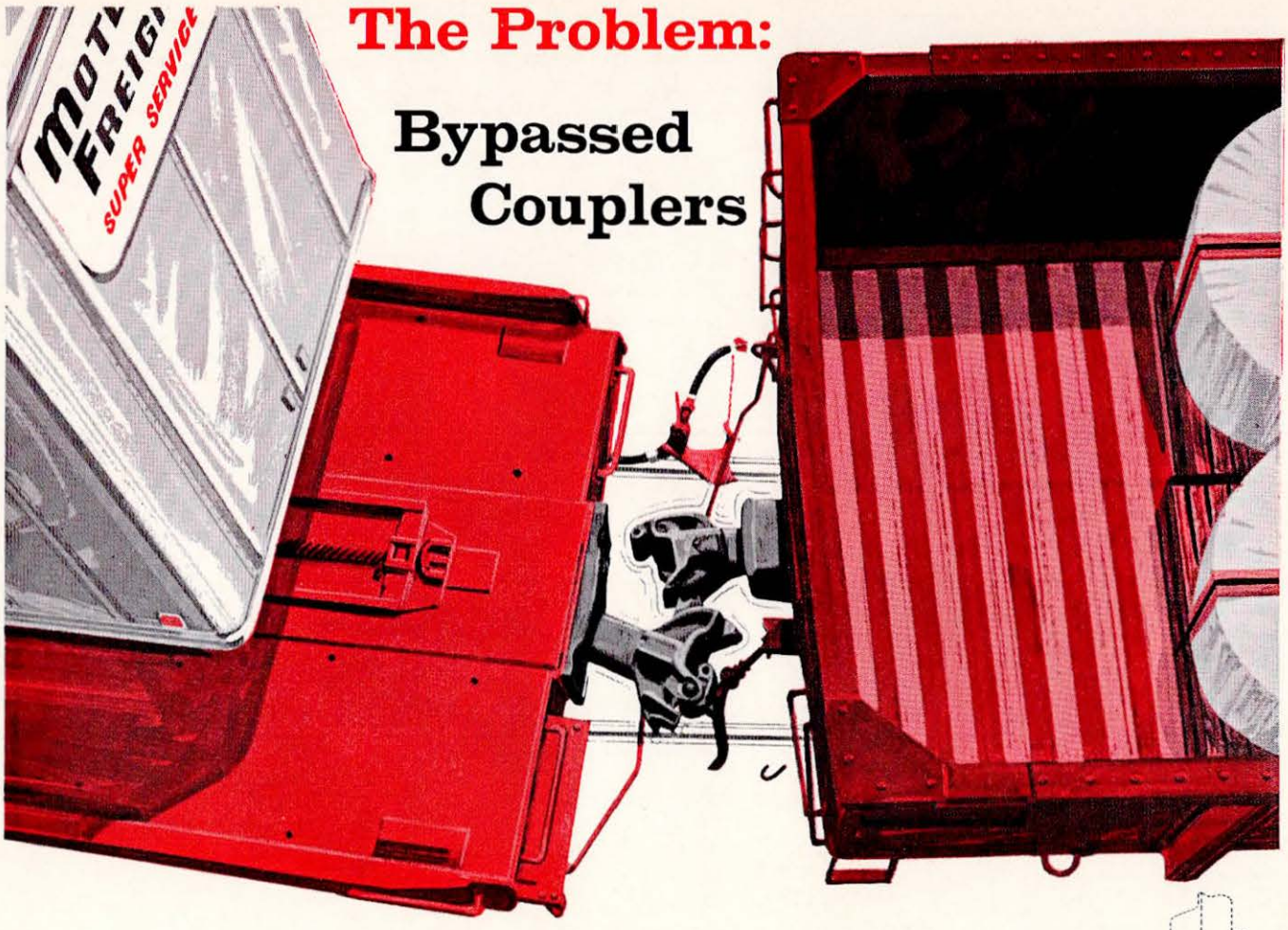
C&NW MOVES TOWARD TERMINAL CAR CONTROL

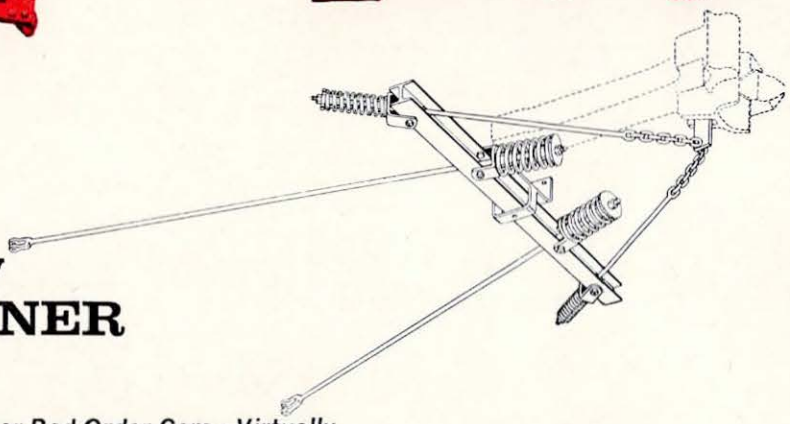
p. 30

The Problem:

Bypassed Couplers



The Solution:



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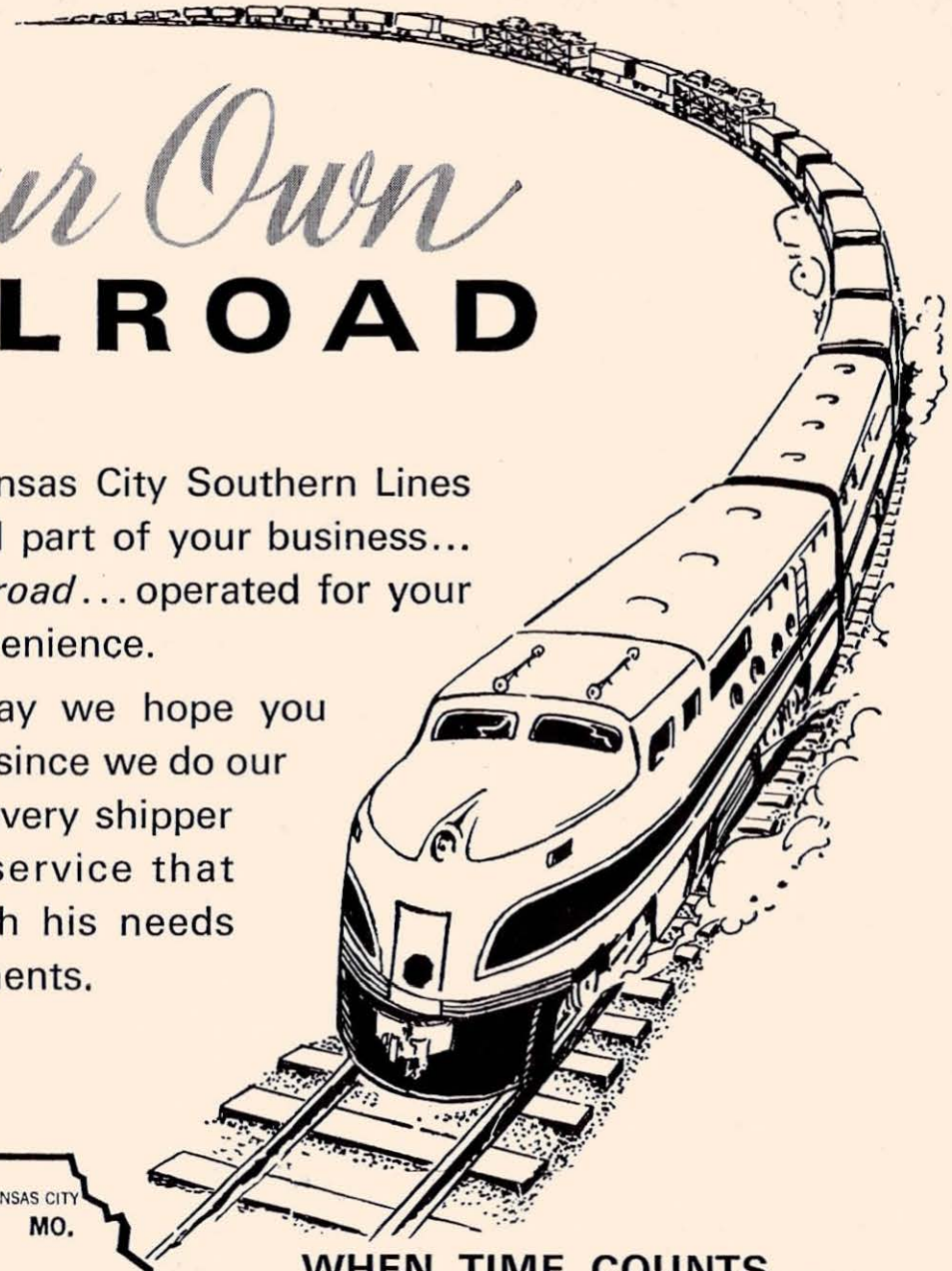

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In railroad communications...do 5+6 = synergism?

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The figures add up to 11. But the effect is so much greater it's hard to measure. That's synergism. It explains why over 50% of the major railroads that buy communication switching systems buy Stromberg-Carlson.

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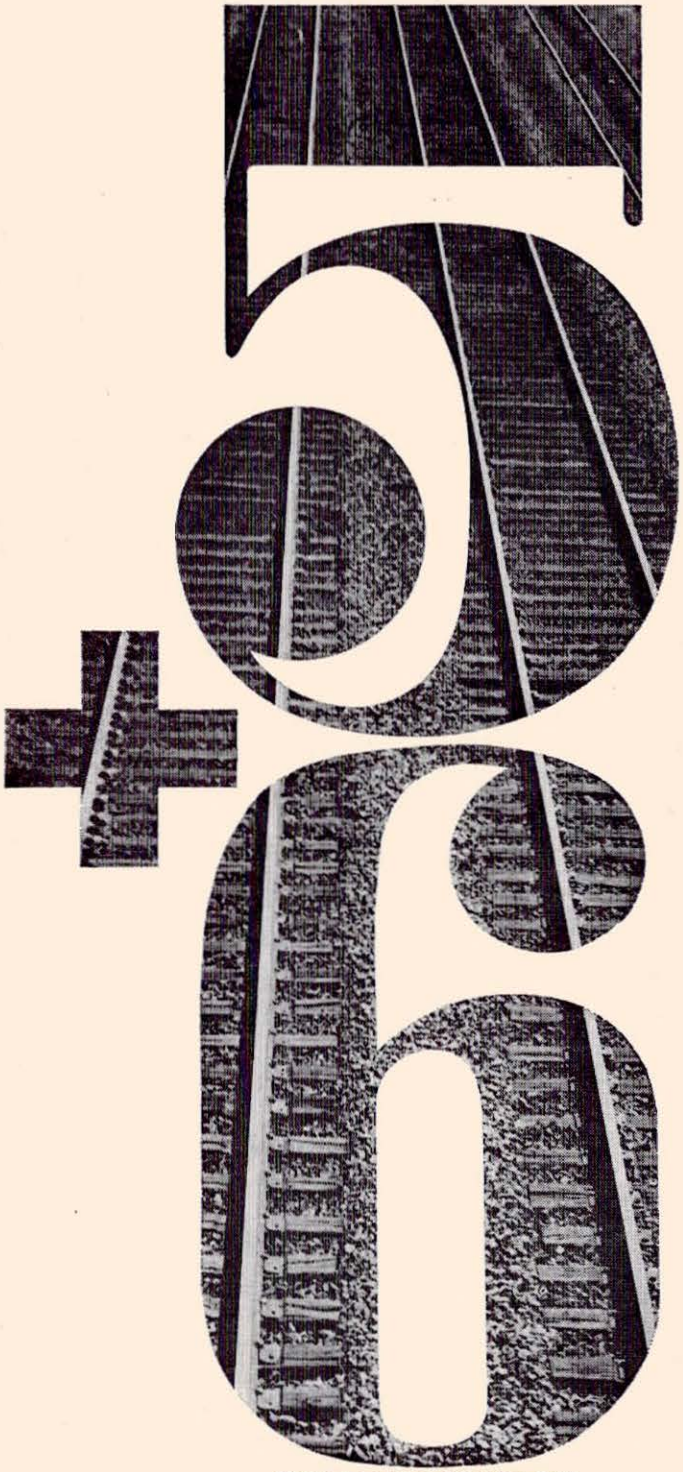

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THIS WEEK

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Here's how the Chicago & North Western is taking the guess work out of car control in yards and terminals.

35 Short Line Association meets in Denver

Some observers believe that a new golden age is in the offing for the nation's short line railroads.

41 How can traffic men improve their status?

The best way, say Traffic Poll respondents, is to let the boss know what traffic departments do to cut costs and get better service.

49 C & S men want quality control

Suggestions for improving railway signaling and communications were plentiful at last week's meeting of the C & S Section.

53 IPC likes bottom-dump coal cars

Ortner's Rapid Discharge hopper cars are a substantial factor in Illinois Power Co.'s successful unit-train operation.

78 Viewpoint—The game of 'new economics'

Most economists and businessmen question the Administration's formula for cooling the economy.

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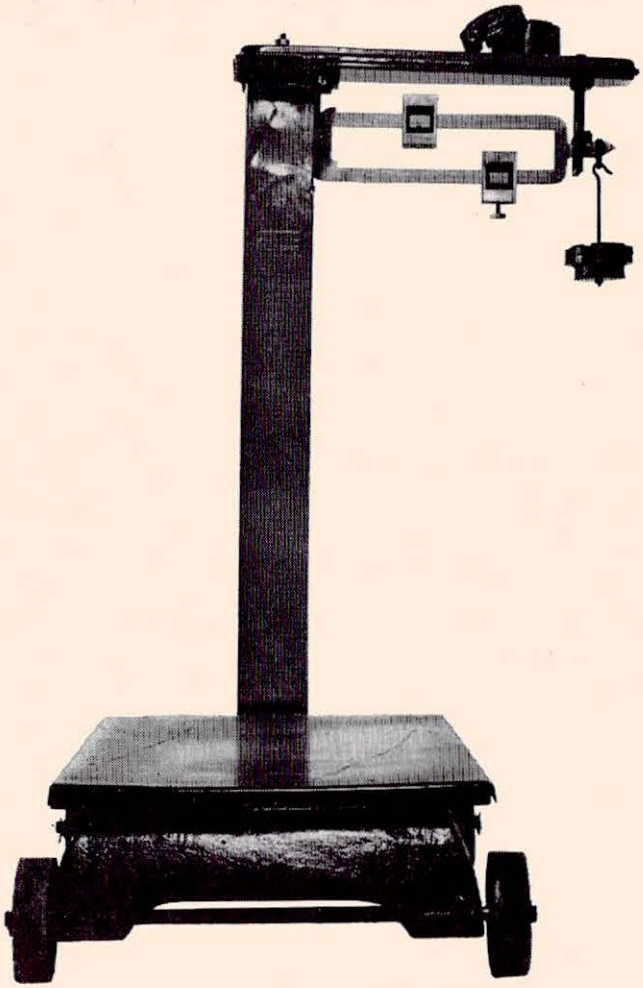

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It has 60,000 lb. of lifting capacity and 100,000 lb. static load capacity. Extra-long travel of its legs helps lift the trailer to all standard 5th wheel heights. And the triangular mounting bracket makes it stronger — spreads loads over six crossmembers in tandem vans.

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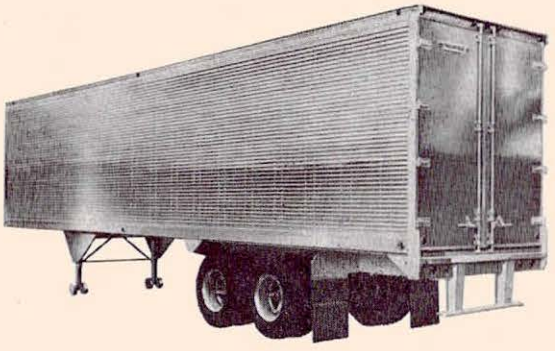

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SHORT AND SIGNIFICANT

C&O control of CSS&SB wins examiner's nod

ICC Examiner Hyman J. Blond has recommended approval of C&O's application for authority to control the 76-mile Chicago South Shore & South Bend. C&O control of the South Shore, Blond said in a recommended order Sept. 21, would enable the smaller carrier "to assist in the development of new industry and traffic [and] the ability to continue South Shore's vital passenger service would be preserved." Immediate savings are estimated at $275,000 a year. C&O has already acquired 153,993 shares of South Shore voting stock, or 49.843% of the total outstanding. The Monon, an earlier suitor, has agreed to sell its own 60,000 shares of South Shore within 10 days of consummation of control by C&O. In return, Monon will be given trackage rights over South Shore subject to ICC approval. Blond said a separate report will be served "in the near future" on the trackage rights allocations.

●

Senate is told: Seaway users can pay their way

Railroads took sharp exception last week to proposed legislation that would require the U.S. government to convert the revenue bond application of the St. Lawrence Seaway Development Corp. into capital stock and use federal appropriations to underwrite the cost of maintaining the waterway. Testifying on S. 3698, AAR Vice President Philip A. Hollar told the Senate Committee on Public Works that construction of the Seaway was authorized in 1964 "on the promise that it would be self-liquidating." Abandonment of this commitment, he asserted, "makes no sense . . . particularly since this Seaway can be self-supporting if a real effort is made to that end." Hollar said Seaway users can "well afford to pay adequate tolls"—and even with adequate tolls, he declared, "these users would still be getting a good bargain through the below-cost rate of interest applicable to Seaway bonds."

●

Railroad employment decreased in August

The ICC's Bureau of Accounts reports 642,882 railroad employees in August 1966. This is a 0.34% decrease from the July 1966 total and a decrease of 1.61% compared to the year ago figure. Three categories showed increases: Executives, officials and staff assistants numbering 15,426—an increase of 3.82% over the year ago figure, and a 0.50% increase over July 1966. Transportation (other than train, engine and yard) totaling 62,628—an increase of 0.26% over July 1966. Transportation (train and engine service) totaling 173,342—representing a 0.03% increase over the year ago figure.

●

NYC Super Van cuts West-East transit time

The New York Central has a new Super Van train that cuts a full day off transit time to New York for west coast and midwest freight shippers using Flexi-Van and piggyback services. The new, non-stop train from Chicago was added because the record-breaking demand for Flexi-Van continues to climb, says NYC. "August 1966 was by far the greatest month for Flexi-Van loadings in the history of the Central," John G. Patten, vice president-freight sales, said. Loadings for August 1966 reached 13,886, representing a 29% increase over August, 1965.

MONDAY MORNING REPORT

How murky a question mark over industry future?

Many railroad men feel "they" don't understand how important railroads are to the U.S. "They" are those who make the U.S. tick, the senators, congressmen, cabinet members, governors, mayors, industrialists, bankers, commissioners, secretaries, under-secretaries and others who make day-by-day decisions that seriously affect the fortunes and future of railroads within the delicately balanced place the industry occupies under U.S. transportation policy. There is seldom any way of getting a reading on what "they" think—unless you do what Monford A. Orloff did.

"They" respond en masse to supplier's forecast

Orloff, a quiet, brainy lawyer, is president of the Evans Products Co. At mid-year he received a concise, well-researched analysis of rail industry car requirements from Bob Shapton, manager of corporate planning for Evans. Orloff decided to do the one thing corporate managers seldom do with research results: He decided to send a copy to every one of "them" that might be of any conceivable importance to the industry.

Government response reflects increasing rail insights

Response to Orloff's mailing of the Evans car forecast was almost enough to strain the back of the mailman at the firm's Portland, Ore., headquarters. Hundreds of letters came from every corner of the country. Most were thank-you notes, but dozens of letters from government officials, analysts, bankers, financiers, industrialists and competitors commented upon the forecast itself. Evans' executive vice president, Jim Conway, noted an unusual degree of comprehension and understanding in the letters from government officials. "The railroads are making headway," says Conway. "They are more and more sophisticated participants in the debate about the so-called railroad problem, the folks in government . . ."

Bankers, analysts and others are also doing homework

Conclusions and predictions in the Evans forecast (it predicts that 86,000 new cars will be installed this year and that an average of 85,000 cars will be bought for the following four years) triggered a flurry of comment from bankers, security analysts—and competitors—measuring the Evans estimate against similar research and forecasting going on in other quarters. In general, the forecast's estimates were reinforced. Bankers in Detroit, Boston, New York, Los Angeles, St. Louis and other centers admitted being deep in analysis of change in the railroad field. One of the nation's top bankers wrote Orloff: "I think you are right. Railroads have stemmed the erosion of their share of intercity freight. Indeed, as labor costs increase, railroads may even gain a little. There will be a great need for additional freight cars. I suppose one of the unanswered questions so far is who will own them or finance them. Still, I doubt that financing will be a major deterrent."

Railroad realities seem to be sharper in everyone's mind

Imperfect though the pile of mail on Orloff's desk may be as an absolute indication of what "they" think, it does reflect an enormous change in just a few years. "They" are thinking more (and more accurately) about railroads than they have in many long years. Railroad men can reasonably expect to benefit from this widespread, increasing understanding. By the same token, observers note, the gains have been hard won. They have come slowly, and on occasion the industry has suffered because opinion leaders who displayed jet-age thinking on some subjects still have a monopoly-age outlook regarding railroads. By performance, both railroads and their suppliers have done much to update the image. More rational approaches on the "outside" are a welcome result.

Small yards can be efficient too ...classify 5 cars per minute the *Speed Frate* way.

A new efficiency package, Speed Frate is custom engineered to upgrade smaller yards, quickly and economically.

Economy . . . 1-man supervision of car processing, 1 locomotive. No towers. No complex maintenance.

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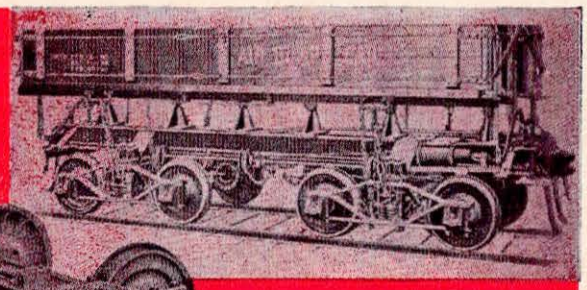

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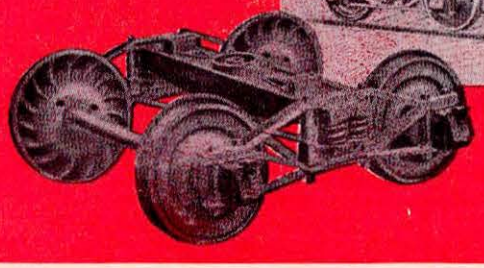

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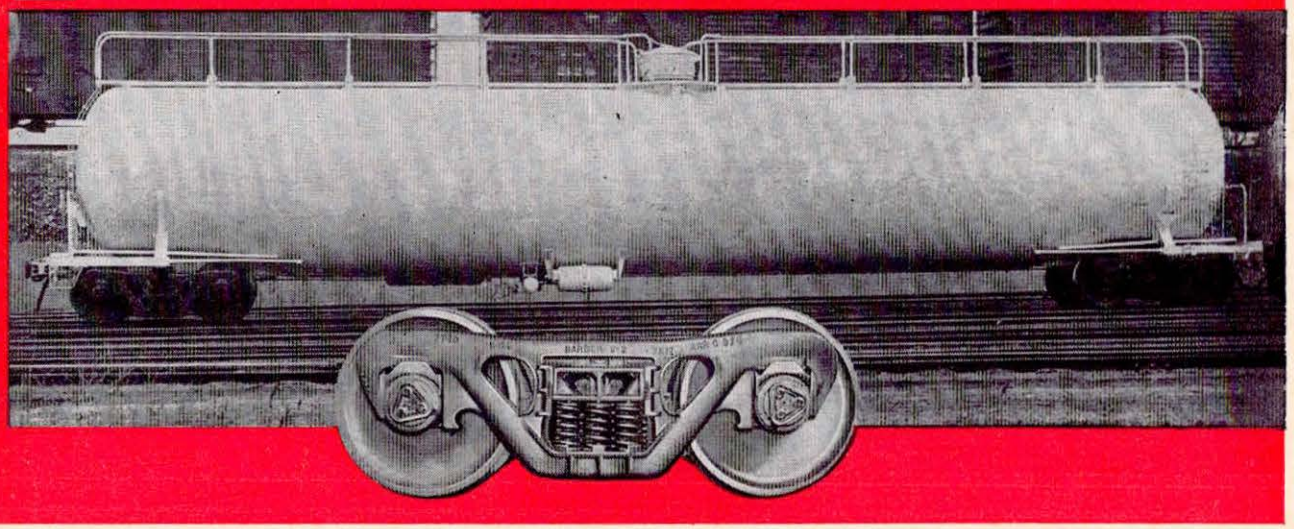

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With an eye to the future as well as the present, Scullin freight car truck side frames and bolsters are designed to meet the ever increasing demand for heavier loads, higher speeds and greater car utilization.

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WEEK AT A GLANCE

Another setback for Penn-Central merger

The pleas of complaining railroads for postponement of the scheduled Sept. 30 merger date of the Pennsylvania and New York Central were answered in federal court in New York last week. A three-judge panel issued a temporary restraining order, throwing a legal roadblock in the path of the impending marriage of the two big lines. The action will put off, at least until Nov. 1, consummation of the merger plan.

The latest delay was set by the court so that judges will have time to study complaints against the merger filed by nine railroads. The complainants want the merger held up until the Interstate Commerce Commission resolves provisions involving protective conditions for smaller railroads.

Earlier last week, however, the ICC affirmed its approval of the merger, letting the Sept. 30 date stand.

But at the same time the Commission agreed to reopen the proceeding for further hearings on protective measures for three railroads (Erie Lackawanna, Delaware & Hudson and Boston & Maine) which might be adversely affected. The Commission said both the Pennsy and the Central are willing to accept post-merger modification of the conditions (other than for capital loss indemnification) if the consummation is allowed.

In its initial report approving the merger, the ICC provided for the temporary preservation of present practices and patterns—as to both routes of movement and volume—on traffic for which the EL, D&H and B&M now compete with the merging carriers. The Commission also provided for the payment of indemnities by the Penn-Central to the three competing roads, whenever, in a given year, the revenues of the three carriers are proportionally less than a standard based on revenues for the year 1964.

Frisco and shipper to lease cars jointly

A major breakthrough in financing arrangements for railroad equipment was jointly announced by Frisco and Armour Agricultural Chemical Co. of Atlanta, Ga., late last week.

Armour and Frisco have entered into a joint 15-year lease agreement for 500, 100-ton, 4,427-cubic-foot-capacity covered hopper cars that will be leased from the United States Railway Equipment Co. of Chicago.

Frisco's partner in the leasing arrangement will use the equipment in the first six months of the year to move bulk fertilizer materials. Frisco will use the covered hoppers to meet peak harvest demands for movement of wheat and soybean crops during the last six months of the year.

The cars are to be built by Pullman-Standard at Bessemer, Ala., and will be delivered in May and June of next year. Observers noted that negotiations between Frisco and Armour proceeded through the ambiguities occasioned by the Congressional hearings over the Administration's proposal to suspend the investment tax credit. The difference between having or not having investment tax credit for the 500 hopper cars is estimated to be about $8.50 per car per month, or about $750,000 over the length of the lease.

N&W sees good days ahead

Norfolk & Western is having a good year and the road's business is expected to stay at a high level next year, N&W's vice president of finance said last week. One reason for the railroad's healthy financial condition, said Hamilton M. Redman, is the savings the N&W has been able to realize since unification with Nickel Plate, Wabash and other roads, now at $8 million per year. Redman ticked off some other progress points for the road: increased motive power and car supply, a new short-cut line in the coal fields, improved through-freight service for merchandise, prospects for greater coal traffic, industrial development successes, and a new management information system—SCOOP—which is expected to improve car utilization.

N&W expects to earn about $10.75 a share this year, as compared with $9.60 a share in 1965 and a pro forma figure of $8.53 for 1964.

C&S will play key role in tomorrow's railroad

"In the combination of modern computers and communications facilities the railroads have opened the door to a vast potential for improvements to the transportation system, increases in efficiencies and lowering of costs and you—the industry's experts in the areas of communications and signaling—literally are one of the keys to open the door to tomorrow's railroad." So stated Robert C. McGowan, vice-president-planning, C&O-B&O, at last week's annual meeting of the Communication and Signal Section, AAR, in Washington. (see page 49).

To meet the needs of tomorrow's railroads, C&S men must be involved in systems planning, he told his audience. They must be knowledgeable about the developments in other areas of railroading which will have an impact on communications and signaling. They must be aware of and be able to handle the more stringent requirements, such as reliability and quality, that will be superimposed on C&S facilities by the more heavily automated railroad. There must be more systems integration such as consolidation of individual systems.

Another practice that is also important, said McGowan, is the translation of the results of systems planning efforts into requirements and specifications for suppliers.

GUS WELTY'S LINES ON LABOR

WELTY

THERE ARE SURVEYS and surveys. And there are all kinds of ways to report on surveys. There are good ways to ask questions, and bad ones. There are adequate samples, and some that aren't. There are strictly honest people, and then there are those who tell you what they think you want to hear. All in all, the survey-taker's lot is not a particularly happy one—and these philosophical meanderings are resonably pertinent this week because the Brotherhood of Railroad Trainmen has just reported some of the results of a membership survey it recently completed.

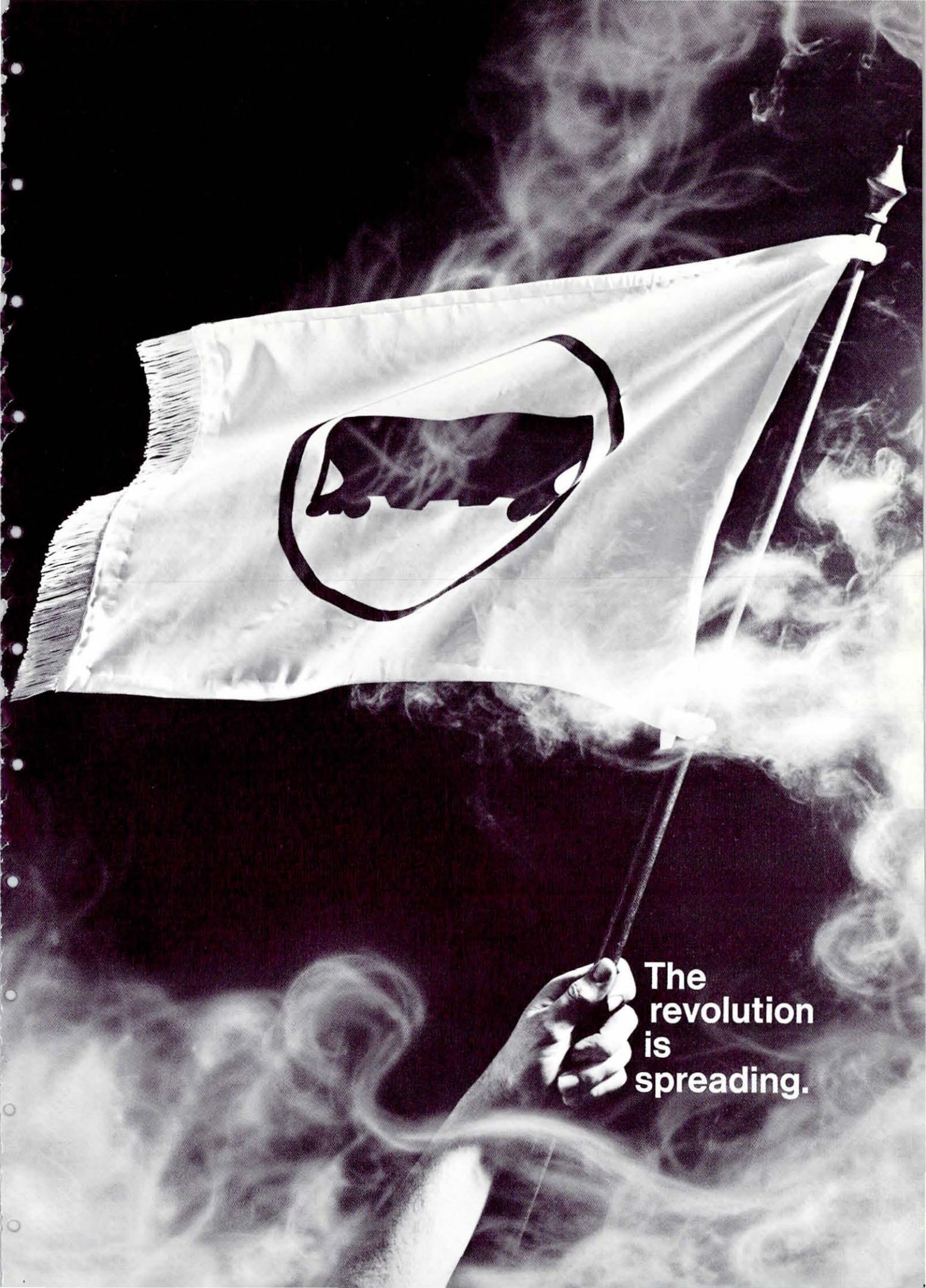
FOR PUBLIC CONSUMPTION, the union issued a press release which (a) makes the railroad inlook something less than great, and (b) reports what seems to be a solid vote of confidence in the BRT and its various activities.

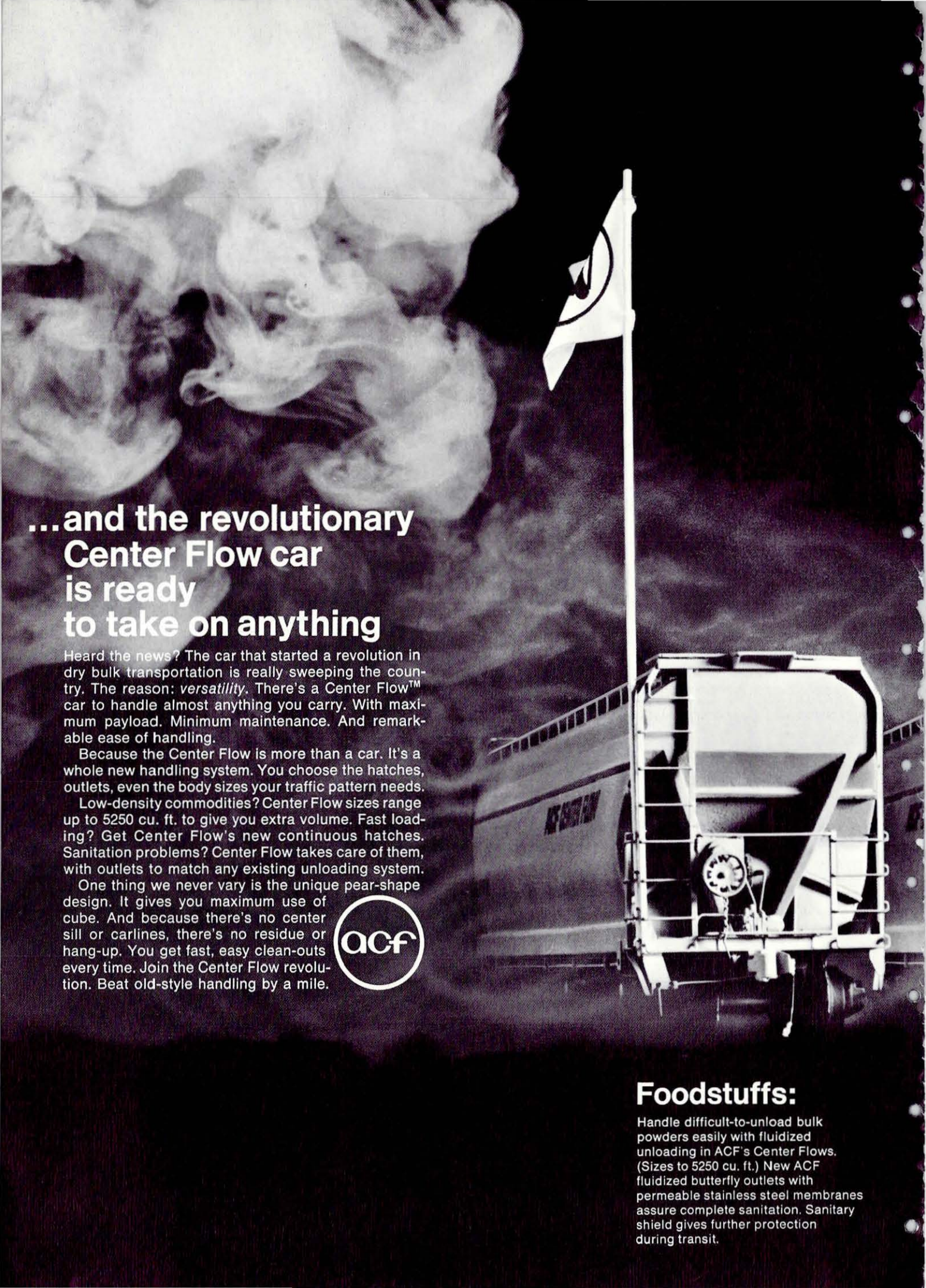
CLOSE STUDY of the agency questionnaire produces several conclusions. One is that the BRT was aiming, on a fairly level basis, for membership opinion on the effectiveness of the union itself at the same time it was giving the members a great and broad opening for the venting of spleen on the work-rules case. But a second conclusion has to be that BRT people might be trying a size 48 vest on a rather tiny button if they gear their operations to this survey and don't follow it up with deeper inquiries.

FIRST OF ALL, the sample itself may be suspect. It was, to be sure, a random sample set up on the BRT's computer—but the union's own figures indicate that you'd have to stretch mathematics to get the total replies up to 1% of the organization's claimed 196,000 members. In addition, the cover-letter accompanying the questionnaires practically dictated answers to questions regarding management. Said President Charles Luna: "We have just passed through one of the worst smear campaigns in the history of the union movement. The railroads, the press and the public have tagged us as 'featherbedders,' loafers and cheats. We are not any of those things and we know it. Now we must make the public know it."

IT'S NOT SURPRISING, then, that a majority of respondents said they think their reputation in the community is slipping. Nor is it a shock that 62% consider railroads "poorly-run businesses," or that 75% regard their work as dangerous, or that 89% think chances for advancement are not good, or even that 78% wouldn't advise a young man to go to work for a railroad.

HOPEFULLY, management of the BRT—and it is "management" and it does seem to have a sincere desire to serve the membership better—gained valuable insights for its own uses. The structure of the survey should have provided valuable replies in this area, even granting the slightness of the over-all sample. But next time around, again hopefully, opinion sampling can be broader in coverage and—if there is such a word—less pre-prejudiced.


The
revolution
is
spreading.



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Heard the news? The car that started a revolution in dry bulk transportation is really sweeping the country. The reason: *versatility*. There's a Center Flow™ car to handle almost anything you carry. With maximum payload. Minimum maintenance. And remarkable ease of handling.

Because the Center Flow is more than a car. It's a whole new handling system. You choose the hatches, outlets, even the body sizes your traffic pattern needs.

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One thing we never vary is the unique pear-shape design. It gives you maximum use of cube. And because there's no center sill or carlines, there's no residue or hang-up. You get fast, easy clean-outs every time. Join the Center Flow revolution. Beat old-style handling by a mile.

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Foodstuffs:

Handle difficult-to-unload bulk powders easily with fluidized unloading in ACF's Center Flows. (Sizes to 5250 cu. ft.) New ACF fluidized butterfly outlets with permeable stainless steel membranes assure complete sanitation. Sanitary shield gives further protection during transit.

Raw Materials:

Win out with the fastest loading ever for salt, phosphate, soda ash, potash. ACF continuous hatches let you load non-stop end to end. Gravity or quick-dump outlets provide instant between-rails unloading.

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ACF's new fluidized butterfly outlet beats compacting of this "difficult" commodity. And because cement is in the dense material range, the 3200 cubic foot model is the right choice for full payloads.

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Use high-capacity Center Flow cars, equipped with fast-loading continuous hatches and the *only* gravity-pneumatic outlets that offer complete gravity and pneumatic unloading. They're ideal for a variety of ladings, including grain. (And there's no residue or hang-up with pear-shaped Center Flow interiors.)

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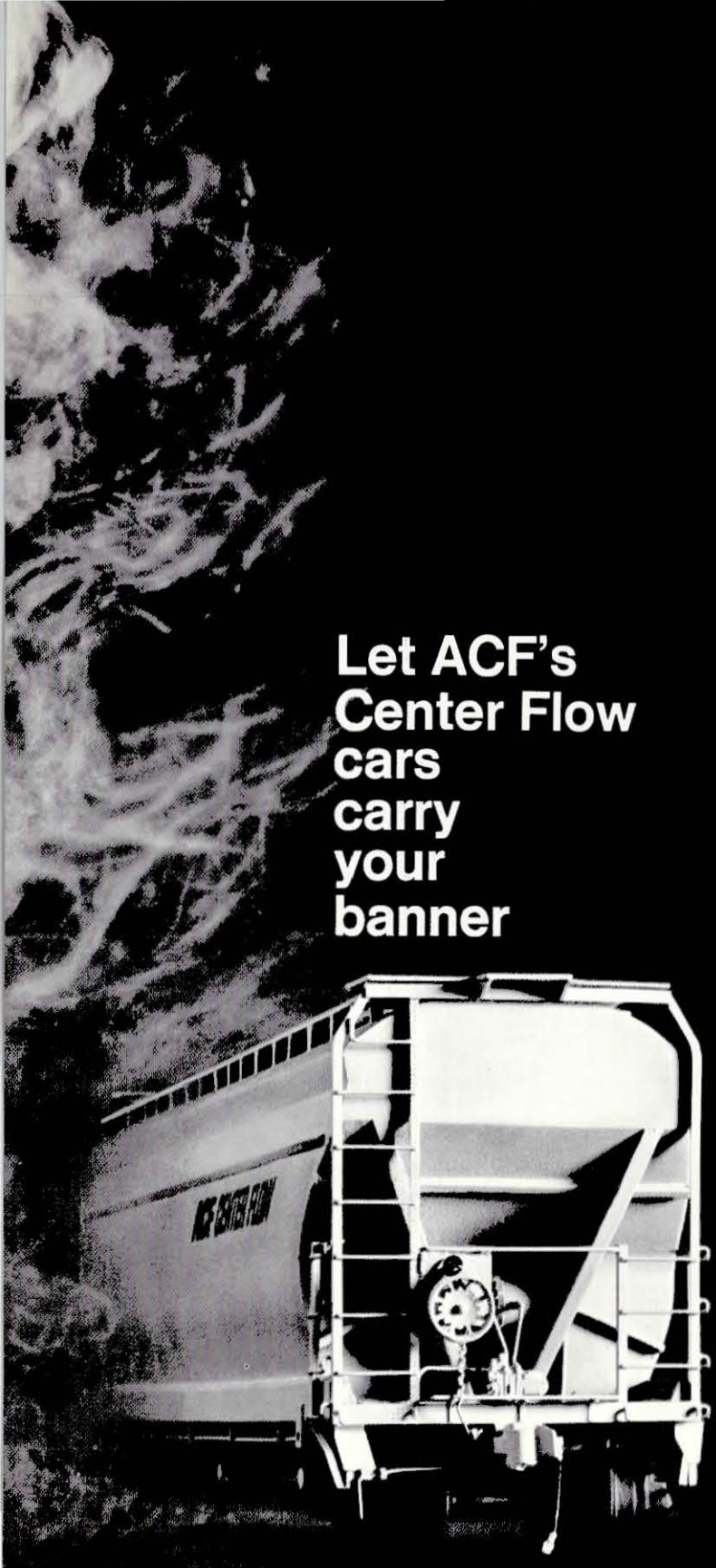

You name it. If it's a dry bulk commodity, Center Flow advances your cause. In the ladings we've shown you, and in many more besides. Special problem? Let ACF help you hit upon a special solution. With Center Flow, the car that beats them all.

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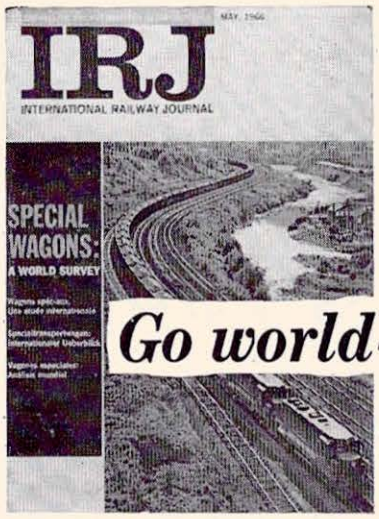

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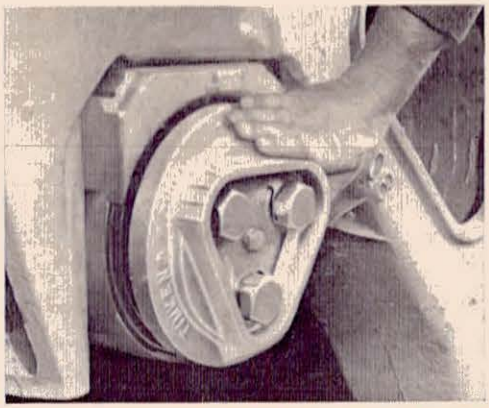

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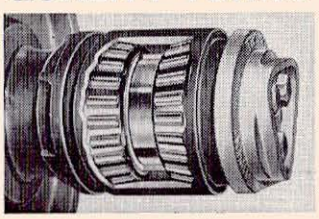

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Ar. San Francisco.	6:00 AM Thur.	Lv. Denver.....	12:01 PM Wed.
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Lv. Chicago.....	2:00 AM Mon.	Lv. San Francisco.	2:00 AM Mon.
Ar. Denver.....	5:30 AM Tue.	(via connections)	
Ar. San Francisco.	10:30 PM Wed.	Lv. Denver.....	10:00 PM Tue.
(via connections)		Ar. Chicago.....	4:00 AM Thur.

CHICAGO–SOUTHERN CALIFORNIA

GSX		#78	
Lv. Chicago.....	10:00 AM Mon.	Lv. Los Angeles...	7:00 AM Mon.
Ar. Tucumcari.....	5:15 PM Tue.	(via connection)	
Ar. Los Angeles...	6:00 PM Wed.	Lv. Tucumcari.....	4:40 PM Tue.
(via connection)		Ar. Chicago.....	1:30 AM Thur.

MEMPHIS–SOUTHERN CALIFORNIA

#25		#26	
Lv. Memphis.....	12:01 AM Mon.	Lv. Los Angeles...	7:00 AM Mon.
Ar. Tucumcari.....	3:00 AM Tue.	(via connection)	
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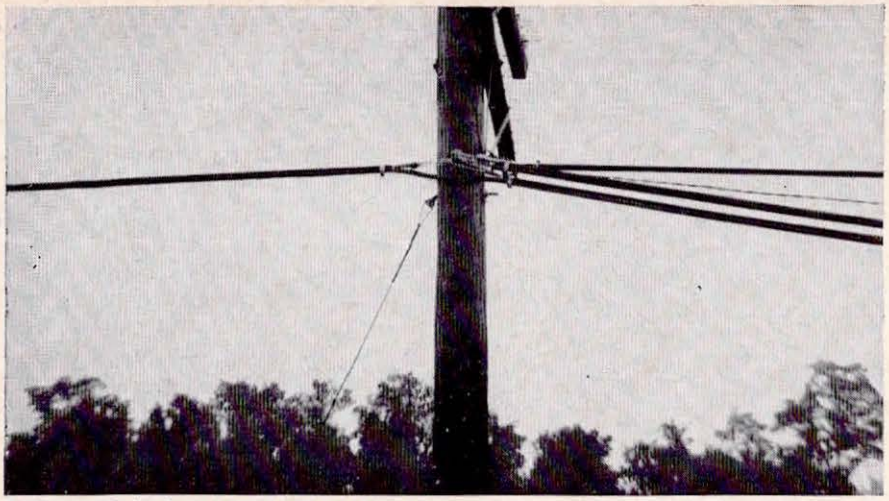
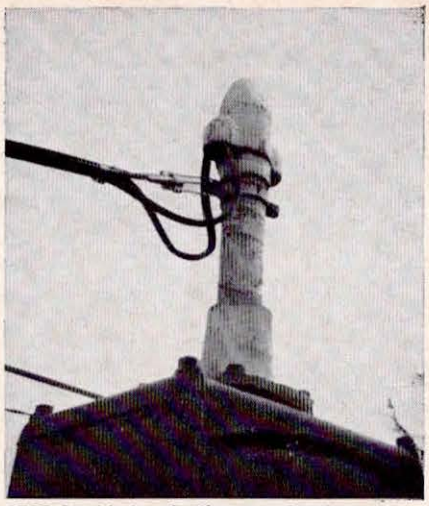
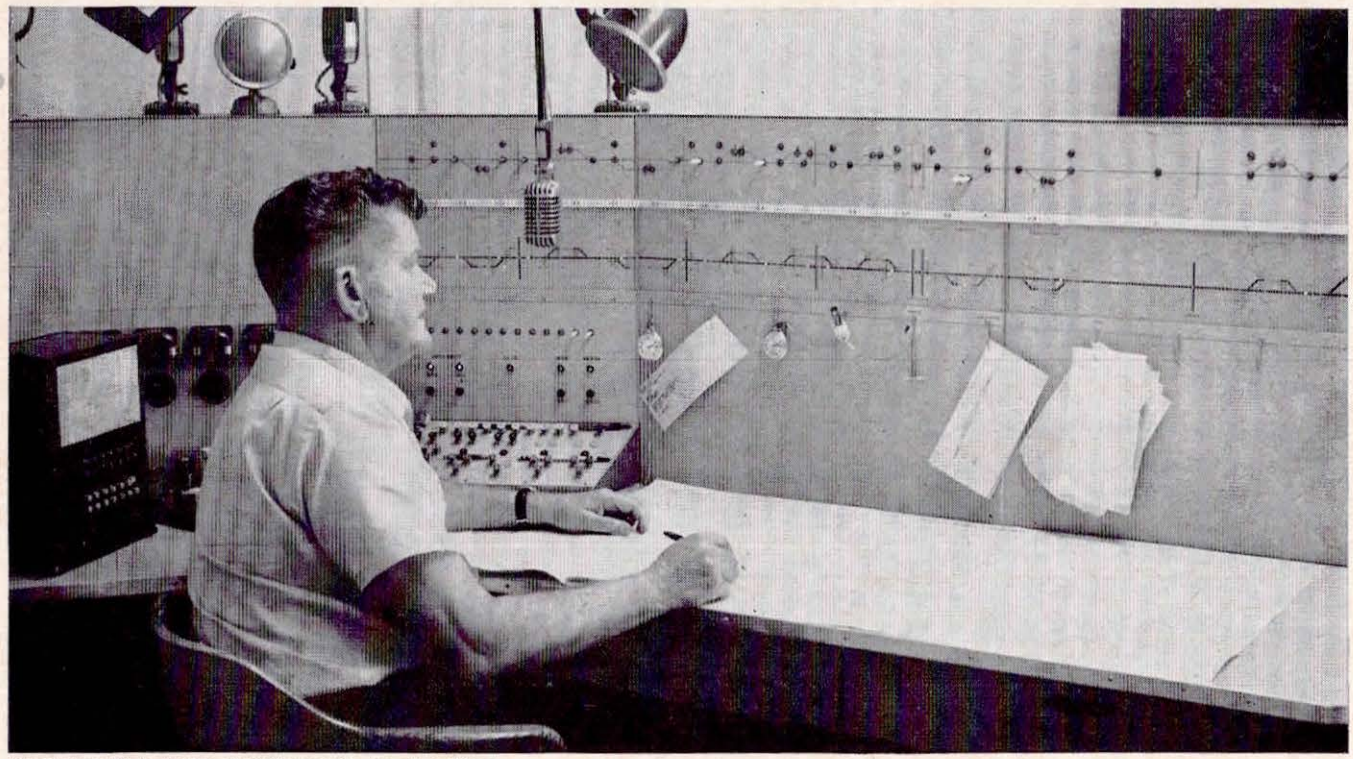


ATRR-8 cable leaving terminal pole at a signal location.



ATRR-8 cable terminating at a signal case.



Dispatcher W. E. Martin at CTC panel in Houston, Texas.

106 Miles of ATRR cable help Missouri Pacific trains go faster!

Between Kinder and Anchorage, La., Missouri Pacific freight trains now travel at 60 mph—instead of 49. Passenger trains breeze along at 79 mph—instead of 59. And more economically, too. That's because 106 miles of Anaconda ATRR-8 cable now puts the switches and signals on this stretch of single track under the direct control of Mopac's Centralized Traffic Control dispatcher at Houston.

This is quite an unusual application for our 300 volt high reliability ATRR-8 Communication Cable. But it's the right cable for the job. In addition to signal circuits, this cable provides a voice circuit for maintainers and a fall back dispatcher circuit. 3 pair and 6 pair #14 AWG ATRR-8 cables were installed between Kinder and Anchorage. And every foot of cable was water-tested according to Anaconda ATRR cable specifications.

For full details on the application of ATRR cables in railroad and transit systems, call your Anaconda man. Or write Anaconda Wire and Cable Company, 605 Third Avenue, New York, N. Y. 10016.

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Who does he think he is?

He's one of the bright new wheels on the Burlington Railroad.

There's a new breed of executive at the Burlington. Impatient. Aggressive. Practical. Take George Defiel, our Director of Industry and Agriculture. Practical is his middle name.

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Now a busy executive (or a whole Executive Committee) can examine any number of potential plant sites in the comfort and total privacy of Burlington's new Gulfstream Turboprop.

A wide variety of sites—yet with these two features in common:
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Why not make a date right now to see some mighty impressive real estate. Call George Defiel at WA 2-2345 in Chicago. Just ask for "Wings."

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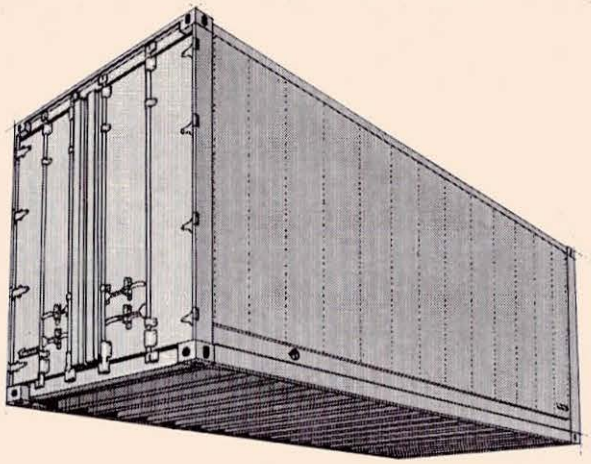
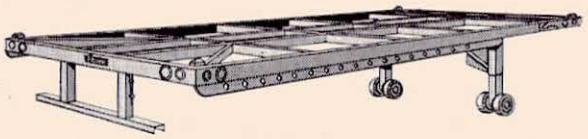
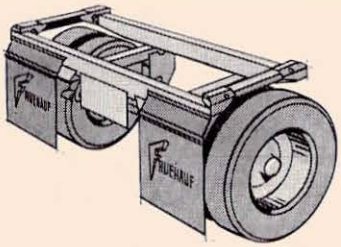
Burlington Lines: Chicago, Burlington & Quincy Railroad Company; The Colorado and Southern Railway; Fort Worth and Denver Railway.



Take a standard Fruehauf 20-foot couplable container,



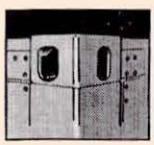
add a standard Fruehauf chassis,



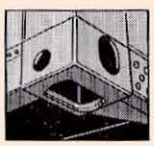
a standard Fruehauf detachable bogie, and you have...

A couplable container system that meets ASA/ISO standards!

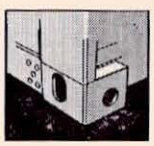
Standard Fruehauf couplable containers feature ASA/ISO container corner fittings



TOP FRONT



LOWER FRONT



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Dependable, cast steel ASA/ISO container corner fittings, on all eight corners, insure secure coupling, maximum safety when lifting and handling Fruehauf Couplable Containers.

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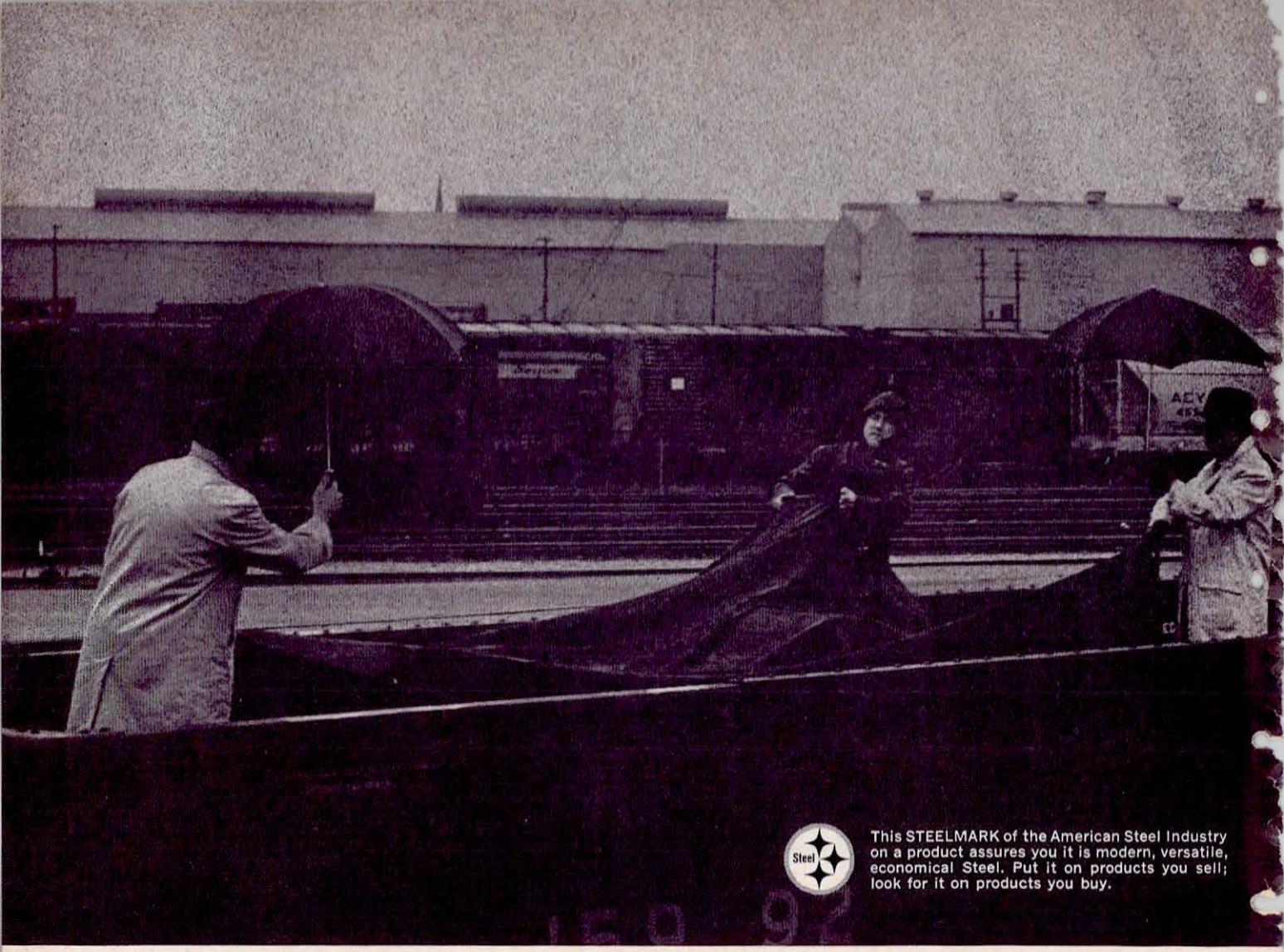

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"I'm fed up with being V-P of a railroad that doesn't have Republic Coil and Gondola Covers!"

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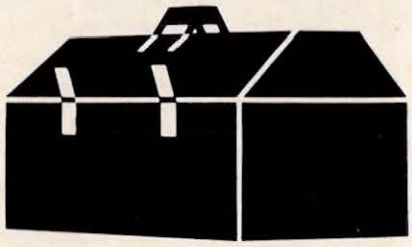
Republic Coil and Gondola Covers are engineered and fabricated to withstand hundreds of the roughest lift-offs and lift ons. Unique design corner reinforcements and strong corrugated steel sheets are combined into minimum maintenance, maximum life covers that are on the road more, in the shop less.

Write for literature describing Republic Coil Covers and 3-section Gondola Covers for all types of lading. Or have us send a Republic salesman at your convenience.



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One of a fleet delivered this year

P. L. Cowling, Vice President of The Milwaukee Motor Transportation Company writes this about the first trailer purchased from Dorsey: "We have been very pleased with the performance of this unit, as it has operated efficiently with a minimum of maintenance. With the exception of wheel bearing service annually there has been practically no maintenance cost."

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LUTHER MILLER

AS THE EDITOR SEES IT...

QUESTION TIME—Where does a newspaper reporter turn when he's racing a deadline and needs to know how many people own shares in U.S. railroads—or how much money railroads pay out in taxes each year—or how many crossties there are in the land? If he turns to a little booklet called "Quiz on Railroads and Railroading," he can find out, in less time than it takes to say Daniel P. Loomis, that railroads have more owners than employees—889,969 stockholders (with an average holding of $6,474), compared with 696,000 employees (who received an average wage of nearly $7,500 last year); and that the railroads' annual tax bill averaged $914 million in the period 1961-65.

200 ANSWERS—The 14th edition of the AAR's "Quiz," just off the presses, also trumpets the news that the longest stretch of straight track in the U.S. is 78.86 mile (on the Seaboard Air Line, between Wilmington and Hamlet, N.C.); that there are 192,000 railroad bridges in the nation totaling 4,500 miles in length (of which the longest is the Huey Long Bridge across the Mississippi above New Orleans); and 1,400 tunnels, totaling 300 miles (the longest being the Great Northern's Cascade Tunnel, 7.79 miles, in the State of Washington).

Altogether the "Quiz" (prepared under the direction of Tom Sinclair, the AAR's manager of educational and group relations) has answers to 200 questions. The index contains 263 entries, ranging from "Additions and Betterments" to "Yards, Operation of." The purpose, explains the AAR, is not to attempt to answer all questions on railroads, but rather to whet the appetite and cause the reader to seek more knowledge about the industry.

If the "Quiz" carried a price tag, it would be in the best seller category. The 14th edition had a first printing of 400,000 copies; more than 5½ million copies of previous editions have been circulated.

SEEING IS BELIEVING—Tools such as the AAR's "Quiz" are invaluable to the transportation writer—but there's nothing like getting a first hand look at the subject. And that's just what members of the New Jersey Press Association did the other day, thanks to a brief conversation that took place last winter between a newspaperman and a railroad PR man.

As Cecil Muldoon, manager of public relations for the Pennsylvania, recalls it: "Last February in Washington at the New Jersey Chamber of Commerce Legislative dinner, Thomas B. Tighe, general manager of the Asbury Park Press, remarked that many newspaper people were not aware of the part railroads played in serving business and moving people. He said all too many knew only superficially about what railroads were doing in their own bailiwick."

Muldoon listened carefully, and took it from there. He sought, and got, the cooperation of the Associated Railroads of New Jersey. And at 10 o'clock on the morning of Sept. 16, a special train left the Pennsy's Newark Station with 125 editors, reporters and New Jersey industrialists aboard.

At Kearny, the party inspected a big and busy terminal operation, and found out what railroads are talking about when they boast of 89-foot auto parts box cars and piggyback and Flexi-Van equipment. Erie-Lackawanna's extensive passenger and harbor operations got the once-over at Hoboken. The party rode over the Northeast Corridor test track from Princeton Junction to Trenton, then inspected the Corridor test cars and watched Melpar technicians installing test equipment. Other installations were visited.

All in all, it was a busy—and profitable—day. Net result: Weekend papers, including the influential Newark News, carried stories on what the railroads of New Jersey are doing. All were favorable.

Transport plan set for Philadelphia

A $457.7-million capital improvement program that would include all types of public transportation in the Philadelphia area was announced last week by the Southeastern Pennsylvania Transportation Authority.

The regionwide project, which would be undertaken over a period of 10 years, would involve commuter service operated by the Pennsylvania and Reading railroads, Philadelphia transit service, suburban service and the service of several suburban bus companies.

Of the total cost, about $110 million would be financed from the earned revenues of the transportation system, and approximately $297 million would be raised through federal and state grants. Local governments would meet the remaining costs.

- **Commuter service.** The two railroads in the program would be involved in a 10-year upgrading that would cost $168.9 million. Of this amount, $10 million would be financed through a self-supporting loan by the City of Philadelphia, to be repaid out of operating revenues. The federal and state governments would be asked to pay seven-eighths of the remaining cost.

The railroad program is divided into three phases of three years each. The first phase—for urgently needed improvements—would cost $80 million. Included would be the reconstruction of the Reading viaduct; purchase of 50 new commuter cars for the PRR and 31 for the Reading; construction of a new commuter car shop for the PRR; improvements to several Reading stations; and extension of the Reading's Hatboro line to Johnsville.

A major project in the first phase would be construction of a $45-million Center City Commuter Connection, an underground tunnel joining the PRR and Reading systems in downtown Philadelphia.

In the second phase, old PRR and Reading cars would be replaced, and track signal and station improvements would be made at a cost of $53.5 million.

The final phase of the program would involve further improvements to both commuter rail lines, including new high-level platforms, elimination of grade crossings, and line extensions, at a cost of $35.4 million. ■

COMPUTER OPERATIONS CAN BE MONITORED through the 360 System console and the adjacent connected typewriter. Above, I. R. Sacheck, computer operations supervisor, patches a program to analyze program errors. Yard Agent R. E. Schwab, in background, checks daily management reports.

A RECEIVING-YARD STATUS REPORT which has just rolled out of a 250-line-per-minute IBM 1443 printer gives the inbound-business situation at Proviso Yard to Assistant General Manager F. K. Hauff (right) and Terminal Manager D. R. Freyer.

C&NW computer keeps tabs on terminal cars

The road is striving to perfect its pilot program at the Proviso Yard to remove a major cause of poor freight car utilization.

Chicago & North Western is taking the guesswork out of car control, at the points where the problem is the greatest —in the yards and terminals.

And ultimately, C&NW hopes, its computerized car-location-and-control system can be refined, polished and expanded to a point where guesswork—and seat-of-the-pants judgment—can be eliminated from a wide range of operating procedures.

C&NW's terminal car-control system is an outgrowth of the Car-Fax reporting network which went into operation in 1959. But Car-Fax information is restricted to terminal-to-terminal movements and station-location information, and to extend pin-point car location into the terminals, North Western had to wait for technology to advance.

● **A 360 and disks.** Now, with the data-handling capacity of an IBM 360 and the random-access capability of disk storage, the road thinks it's getting the kind of tight grip it feels it should have on the vital matter of intra-terminal car movements.

On a national-average basis, the average freight car may spend 70% or more of its time in terminal or station areas. North Western operating people, of course, are well aware of this fact —and with 6,000 to 8,000 cars on hand at all times in their Chicago terminal area alone, extension of the Car-Fax principle was regarded as a "must" by the railroad's management.

A basic goal of the car-control system as it stands is to reduce the number of days cars spend in the terminal —and with the car-day cut come measurable benefits both to customers, in terms of improved service speed and dependability, and to the railroad itself, in terms of lower per-diem costs. Shippers, however, are also getting quicker and more accurate answers to car-location inquiries, and they're getting a substantially improved reconsignment service since the system became operative.

● **The ultimate goals:** Even these gains may be overshadowed by the benefits North Western hopes to get from the ultimate system, as it's now envisioned. The end goal of incorporating the terminal car-control system into the present Car-Fax reporting system, as C&NW sees it, is the development of accurate forecasting of car movements and availability, thus enabling the road to really manage its freight car fleet.

North Western calls its present terminal control program a pilot approach—but the road chose the biggest terminal on the system, its 20-yard Chicago facility, for the "trial" installation, perhaps on the theory that "if we can make it work here, we can do it anywhere."

Like almost any new system, this one had its bugs, including equipment problems. But North Western had the operation working smoothly by midsummer—and C&NW men were turning their thoughts to the next moves to be made.

● **'We have to learn.'** F. K. Hauff, assistant general manager, puts the objectives in rather direct terms: "You might call what we're doing the application of responsibility accounting to the movement of freight cars. One of the big problems on a railroad is that we don't really know our car-handling

capabilities because we don't have sufficient timely information to manage our car fleet—and we have to learn. Car-Fax was a first step in this direction, and the terminal system makes it more efficient. We now have good motive power control and good personnel control, and we have an outstanding responsibility-accounting system. One of the primary problems left on North Western is to more effectively manage our car fleet—and this is the real goal of the whole program."

Hauff, an operating officer who came up through the accounting department, is a powerful advocate of the forecasting approach—the kind of knowledge-based approach which will give operating men a better chance than they ever had before to plan their work far enough ahead to insure maximum efficiency.

● **What C&NW wanted.** In overlaying the control system on the Chicago terminal, C&NW men went after two things: Operating information produced immediately where needed; and performance reports that would measure operations against standards and indicate in detail only that information reflecting over-standard conditions.

Over-all, there's been an effort to hold the line on the number of reports generated—and to make the reporting system as valuable as possible. The result has been development of a management-by-exception system applied to the operating department.

As implemented in Chicago, the system uses Car-Fax data plus a certain amount of additional input data which must be generated in the terminal area.

What North Western has now is actually a first-phase terminal system, using the 360 and two disk packs. A second phase, now scheduled for 1967 implementation, will involve extensive use of teleprocessing equipment and techniques.

Soon after control-system studies began—about two years ago—C&NW determined that a tape-oriented computer system wouldn't do the job. Great storage capacity and fast access to information were prime requirements—and that meant use of a disk-oriented system. At the time, North Western figured on using an IBM 1440—but further study showed that too large a part of the 1440's capacity would have to be used. And so the final recommendation was for a 360, which also provides the flexibility and capacity for producing additional information which may be required.

● **A railroad in a computer.** As set up, the Chicago terminal area is actually functioning within the computer as a separate railroad, with three major train service areas—Proviso Yard (where the 360 has been installed), 40th Street Yard and Wood Street Yard. Smaller yards—17 of them—are reported through one of the major areas.

At present, the Car-Fax reporting of an arrival at a major train service area is the first report of a car to enter the on-line system. When this happens,

HEART OF C&NW'S CHICAGO TERMINAL OPERATIONS is Proviso Yard, one of the country's biggest.

C&NW's goal: 'To forecast car needs at each point

a master record is generated, containing all pertinent information on the car. Subsequent moves within the terminal are added to the record as they occur, until the car is reported out of the terminal. Meanwhile, subsidiary files are maintained to enable C&NW to prepare various status reports as well as hump lists and switch lists for terminal operations. These subsidiary files are kept in balance with the master file, so that errors are quickly caught and so that there's no possibility of a car's being reported in two locations simultaneously.

Actually, the car moves involved in preparing the terminal reports were previously being reported in one way or another. What the new system does is to channel this reporting through a control desk or directly to the computer, which stores the data for analysis and preparation of reports. What it means is that North Western now knows exactly where each car in the terminal is, on a minute-by-minute basis—with five or 10 or 15 or more separate location reports being fed to the computer during the time between each car's arrival in and departure from the terminal.

• **Output: Nine reports.** Computer print-out now covers nine main reports for analysis, working purposes or historical purposes:

—A yard status report gives operating personnel a complete fill-in on the status of each major yard at the beginning of each shift. Among other things, this report calls attention to those cars which exceeded standards during the previous shift—and, with supplementary information from other detailed reports, the yard-status report is a tool used in determining what corrective or preventive action should be taken. Data include car counts of each major train service area, subdivided by measurable detention and further categorized by standards of detention within which each yard is expected to operate.

—A report of cars over standard, also issued three times daily, provides a detailed listing of cars indicated as over-standard on the yard-status report.

—A forced-delay car report provides a measurement against standards, where they're applicable, of the effectiveness of the handling of cars on which immediate disposition can't be determined. This report, issued daily or on request, shows such items as lumber, export and other hold cars, bad-order cars, bulk grain cars, cars for the cleaning track, piggyback cars at the ramp, company-material cars, storage cars.

—An industry status report, issued daily, gives C&NW information on the number and status of cars in industry service. Cars on hand more than 24 hours are listed as on hand (not yet placed) for industry, released or on hand from industry—and they require explanation. Car counts in each minor train service area are reported, subtotaled to the major area responsible. Cars go on this report when they arrive at the final industry-serving yard, and they remain on the report until they're returned to a major yard.

—Most frequent regular-issue report is a receiving-yard status report, furnished hourly or as requested. This report provides an analysis of the content of each receiving track and is designed as an aid in determining available tracks for inbound trains, the proper sequence in humping for advantageous volume connections and the advisability of putting Proviso's second hump track into use.

—A hump list comes from the computer center as required, far enough ahead of hump time for each cut to permit distribution to retarder operators. The format of the list has not been changed. Within the computer a table is maintained indicating classification tracks for the hump operation and hump lists are printed with the proper classification track code.

—A classification yard summary is issued upon notification that a cut has started toward the hump. The objective is to furnish operating personnel with a timely status report on the class yard as it will stand when humping is completed, to aid in planning for swinging or pulling tracks before their capacity is exceeded and to assist in the determination of power needs by showing total tonnage by track.

—A switch list, furnishing information on cars pulled from the class yard, is designed to aid in a number of ways, including the monitoring of accuracy of reporting by the hump conductor and retarder operators, the provision of information for proper blocking of outbound trains, the preparation of a machine-listing of cars to be re-humped.

—A car record, prepared daily, provides detailed current information for tracing and for reference purposes for all cars in the terminal and also serves as an historical car recording. Content includes all necessary waybill information, current and prior classification, time and train of first record in the terminal and current location or departure train and time.

• **No flood of paper.** North Western, in trying to hold the number of separate reports to a minimum, has also attempted to hold down distribution to those supervisors directly connected with each particular operation.

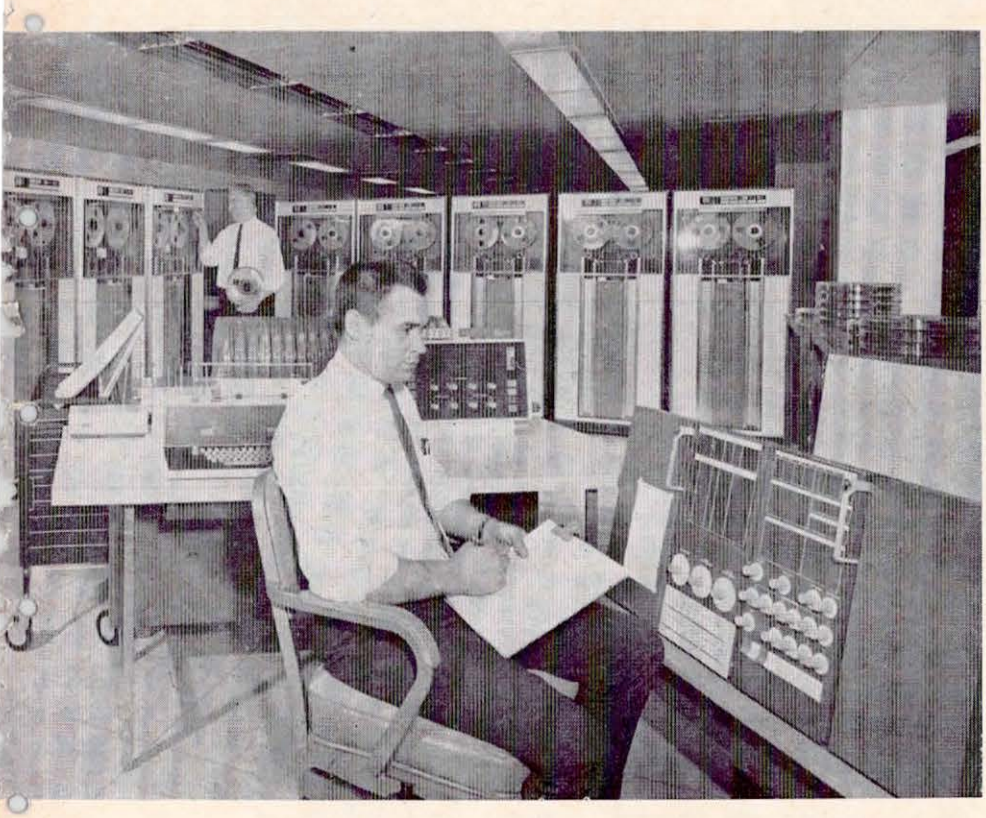
For example, only the 7 a.m. copy of the yard status report goes to the vice president-operations, while copies of the three daily reports go to the Chicago terminal manager and to each of the three major train service areas. The receiving yard status report goes no higher than the general yardmaster; the class yard summary goes to the

C&NW'S TERMINAL CAR-CONTROL SYSTEM is an outgrowth of Car-Fax, the system car-reporting network which went into operation in 1959. The hub for Car-Fax is Ravenswood, C&NW's accounting center in Chicago, with its IBM 7070 complex (above), and its banks of transceivers (below).

for each day and type of car'

hump yardmaster and general yardmaster and, on request, to the terminal manager; and the car record goes to North Western's tracing center at Ravenswood (GHQ for Car-Fax) and to the general superintendent of transportation and the Proviso office.

North Western's Hauff, Chicago Terminal Manager D. R. Freyer, and his Proviso Yard staff are enthusiastic about the system's workings thus far. They see a lot fewer valuable man-hours burned up in tedious efforts to find the exact location of a car for a tracing inquiry. Now, the computer knows that exact location. They also see both shippers and the railroad picking up points on the reconsignment features of the system. C&NW will have 150 to 200 cars a day through Proviso which are subject to reconsignment—and now, each time a car-move is reported, the computer automatically rechecks it against the reconsignment file. Since a car is subject to reconsignment at any time before actual placement, it wasn't hard to miss an order under the old setup. Now, however, the "misses" don't happen—the road, for example, has even caught a few cars already classified into outbound trains when an order came in. Shippers are getting the freight through faster and C&NW is avoiding the costs that can pile up when reconsignment orders are missed.



● **For the future:** Substantial as these benefits may be, though, the real target of Hauff and his planners and programmers is operational planning.

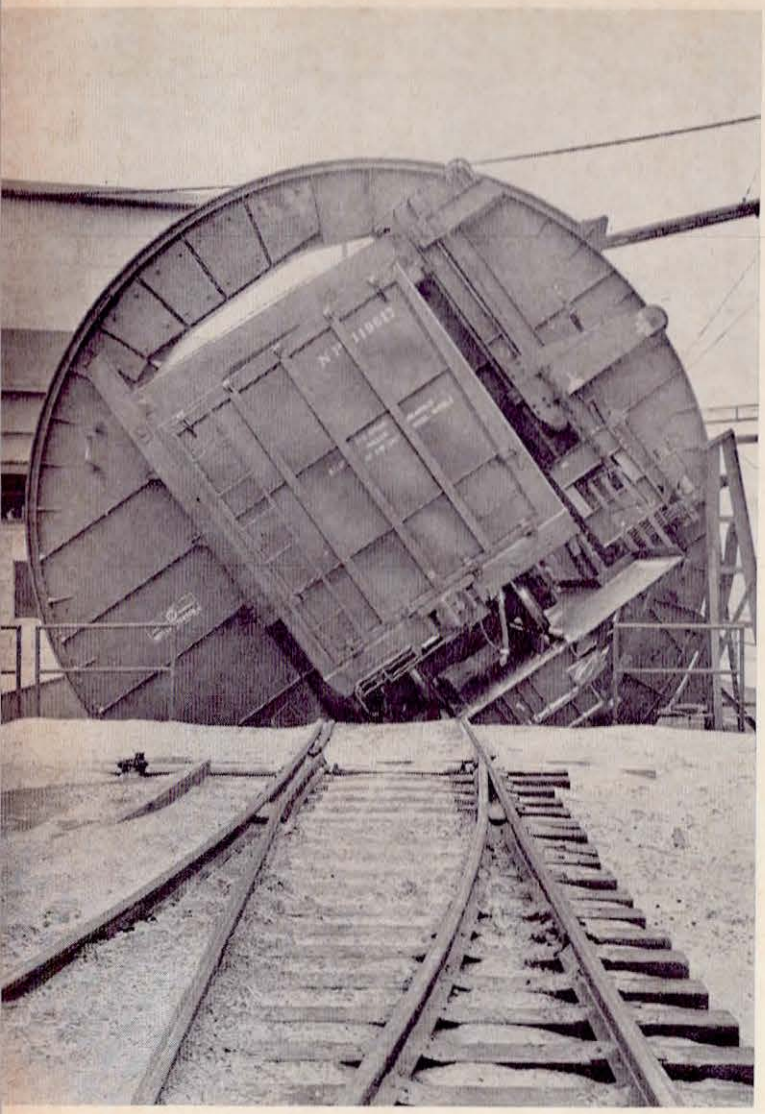
What North Western's aiming for, he says, is the ability "to forecast car needs at each point for each day and for each type of car—and, with the help of outside business forecasts, we think we can do it with 90% accuracy or better. With this, we can substantially reduce cross-hauling of empties and we can reduce car-miles. We can time things out, we can estimate interchanges. We did this for 37 days not long ago, and we were never more than 12% off—which we consider good.

"If we can do this, we can give the terminal manager not just a few hours but perhaps 24 hours to plan his operations, his engine assignments and so forth. We can help him decide when to use the second hump. If it looks as though he's going to be hit hard with inbound cars at a certain time, we can arrange for pre-blocking out on the line, to cut the load at Proviso. We know we can't run Proviso on a constant-flow basis—we have to have this flexibility.

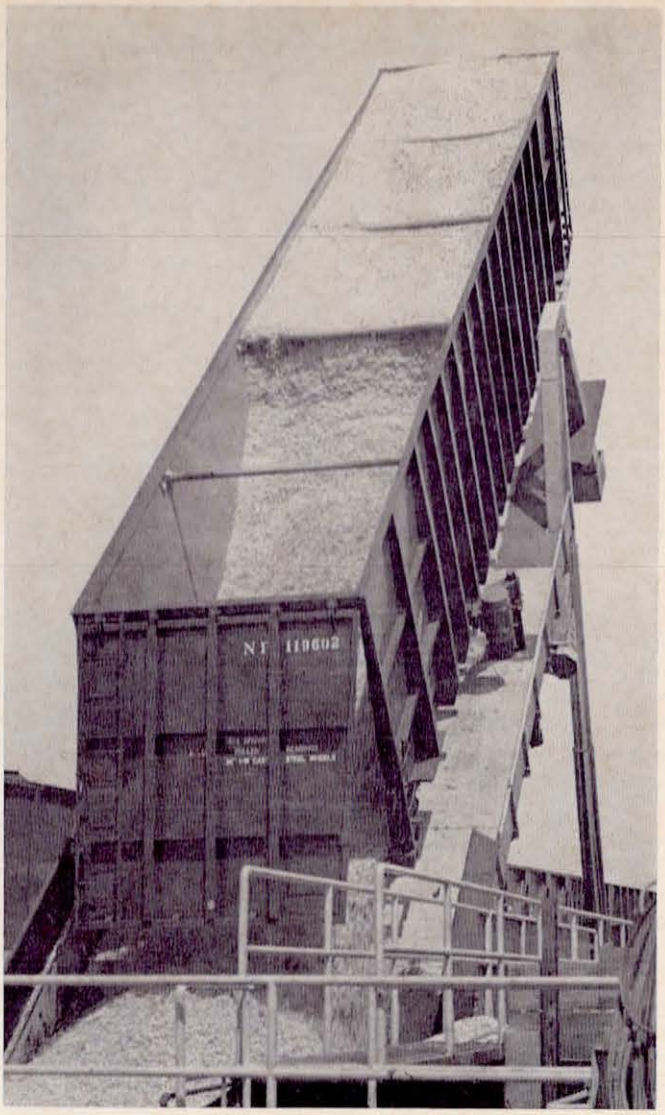
"We've introduced exception-reporting into operations—and this is a thing that was almost unknown to the operating man until the past year or so. We set performance standards—and what we're basically interested in is getting the over-standard exceptions, so we can go in and make corrections and, more important, take preventive action.

"At some point soon, we may even start simulation—by taking maybe a week or a month of all cars reported in the Chicago terminal and simulating the optimum approach to everything that happens. This will give the terminal manager a chance to see the optimum, compare it to what actually happened and then plan operating changes. Perhaps we can even come up with a set of programs in the computer which will cover virtually every conceivable operating situation within the terminal. Then, in any situation, our people could feed in the pertinent facts on a specific operating problem—and out would come the optimum approach for handling the problem."

It took seven years to go from Car-Fax to the pilot terminal program and, in North Western's step-by-step approach, teleprocessing refinements to the system come next. But, step-by-step, the road's management is moving closer to the goals set—with rather firm convictions that it won't trip. ■



ROTARY DUMPER at Longview Fiber Co. in Longview, Wash., handles approximatelly 2,000 cars per month; many of them are now the new NP dual-design units.



END DUMPER of Boise Cascade Co. at Attalia, Wash., requires special cars. NP's Thrall-built units have hinged end capable of withstanding shifting load.

SIDE CONSTRUCTION as on unit-train coal gondolas makes it possible to empty NP chip cars in 2-minute cycles over rotary dumpers at paper mills.

NP chip cars dump over end or sides

The Northern Pacific's 200 new 6,000-cu-ft wood chip cars are built for 45-degree end dumping and rotary dumping operations. Designed for high-speed handling of woodchips, these dual-discharge cars are the first of their type to go into regular service on the railroad. They are expected to cut unloading costs for paper mills serviced by the NP in the northwestern United States.

● **Special design.** The 100-ton cars were designed and engineered by Thrall Car Manufacturing Co., Chicago Heights, Ill. They feature a reinforced tapered side design to withstand use of a rotary dumper. The car construction was basically adapted from the Thrall-built Commonwealth Edison unit-train coal cars. The car ends have been reinforced to resist the strain of end dumping. The hinged end is designed to absorb the impact of the shifting load.

The cars have an inside length of 59 ft 7 in. Each car is 61 ft 2 in. over strikers and 48 ft from center to center of trucks. Width over the body is 10 ft 7 in.; width inside at the top is 10 ft and width at bottom is 8 ft 9 3/4 in. Height from top of rail to top of car is 14 ft 2 5/8 in. ■

Why short lines are an important segment of nation's rail network

Association's President Burks will preside over group's 53rd annual meeting in Denver this week.

One place where a roll-call can be entertaining is at a meeting of short line railroads. The names of the companies at such meetings are not well-known, even in railroad circles. But they are, often in the phrase of a trainmaster who had just seen a Camas Prairie gondola, "a glory."

When Carroll P. Burks, president of the American Short Line Railroad Association, calls the group's 53rd annual meeting to order in Denver this week there will be a few old names missing. But there will be present a few new lines with intriguing names, almost enough to offset the short lines that were absorbed by Class I roads, abandoned or shut down in 1965.

● **Many different types.** Short lines constitute a substantial part of the U.S. railroad plant. But they are little known except to professional short line operators and an occasional railfan with a taste for reading the fine type in Interstate Commerce Commission reports. Short lines include railroads that, literally, exist only on paper, properties that have operated in the red for 50 years and also lines whose operating ratios make some blue chip trunk lines look inefficient.

There are short lines that pay $35 dividends and there are short lines that somehow exist on a cash trickle that wouldn't keep a moderately-sized supermarket solvent. Few short lines would know what to do with a computer if they had one, but they provide direct, personal and efficient railroad service to thousands of shippers. Some operate at a 19th-century pace, but they haul bricks, potash, coal, pulpwood, sugar beets, sand and even trainloads of railfans with aplomb—mostly at a profit. They are, in short, an important segment of the nation's rail network.

● **The problems get knottier.** Short Line Association President Burks will be presiding over a meeting this week that will grapple with many of the same problems that a gathering of Class I roads would attempt to unravel. Despite the colorful-labeled membership, the group's 245 member lines, like the trunk roads, reflect the economic and competitive wringer through which the entire industry has gone since the depression. The 245 short lines represent 13,042 miles of main line railroad.

CARROLL P. BURKS

Not that the short lines are in any danger of becoming moribund. Far from it. There are several short lines under construction. The first new interstate railroad built in more than a quarter century (the Corinth & Counce in southwestern Tennessee) was completed just a few years ago. An even bigger road, the Sabine River & Northern, a $40-million, 35-mile road is being built from Echo, Tex., to an interchange point with the Missouri Pacific and the Kansas City Southern.

Short line fans, in fact, say that a new golden age of short lines might even be in the cards—should Congress relent and moderate the Commodities Clause in the Interstate Commerce Act that prohibits railroads from hauling traffic in which they have an interest.

But, still new problems are increasing and old problems are more pressing. Many short lines are being bought up by larger roads. Some are being abandoned. Some are caught between rising equipment-hire costs and diminishing revenues. Others are feeling the threat of trunk line competition via piggyback.

ASLRA's 245 member roads manage to perform an astonishing variety of work. The short lines may have operated only 13,042 miles of main line, but they paid more than $269 million in wages to their 32,284 employees in 1965. ASLRA President Burks notes that his member roads represent an investment of $1.6 billion and that they chalked up $528.5 million in gross operating revenues last year. More impressively, they managed to get $65,085,000 of that down to the net column—a performance that draws envious sighs from many Class I rail officers. And '66 will probably be better. Says Burks: "Short lines generally are sharing in the high rate of present general business activity."

● **After '66?** There are dark spots in the short lines' future however, Burks says many lines are experiencing ing trouble because of the increased cost of car-hire and the absolute decrease in average ton-mile revenue that has come in recent years as the trunk lines have made competition to win back traffic from the highways. "Our costs are increasing, but our revenues, to a large extent, are controlled by the Class I carriers," he says.

Some short lines, too, are not able to handle the larger cars that are pouring into the nation's carfleet. "Short lines are spending increasing sums on upgrading fixed plant, bridges, power and other things to stay alive," notes an experienced short line officer, "but it's a race trying to keep up with all the changes being effected by the large railroads." Another short line officer gloomily points out the disastrous potential for small roads if trunk lines continue to invade their territory with TOFC. Short lines everywhere are countering by entering the piggyback business themselves.

● **People problems too.** Like the giants in railroading short lines find personnel problems bothersome. Some make extensive use of college and high school students on vacation. Wage scales, while comparable over-all to scales in national contracts (the short line wage bill amounted to about 55%

'We expect to be in business for a long time'

of gross revenues), vary from property to property. Some short lines have no unions. Some short lines employees have better contracts than do workers on large roads. Many short lines operate on stand-by agreements, whereby workers get whatever national settlements provide.

There is a bright side to the situation. The jack-of-all-trades demands upon short line officers does tend to produce versatile, experienced officers whose knowledge of railroading is instinctive, wide and intimate. Says one knowledgeable personnel officer, "I have always wondered why big roads haven't raided short lines for management recruits. I should think the small roads would have some top-notch prospects."

• **Passengers no problem.** Unlike the large roads, short lines have no passenger problems. Here and there, short lines are in the passenger business, though only seasonally and only for devoted train-lovers. The California Western, the Reader, the Strassburg Junction, the Arcadia, the New Hope & Ivy Land and others run passenger trains for railfans—and profit.

Both the short lines and the ASLRA have some long-range things going for them. While longer line-hauls are not likely they do have high percentages of originating and terminating traffic. Short lines, traditionally not equipment-owning roads, are able to concentrate their capital expenditures into projects that will directly benefit their shippers and communities.

Short lines are not likely to buy much equipment, despite growing shortages. "We're not going to get into the scramble for equipment," notes one veteran short line railroader, "unless Rule 1 of the Car Service Rules is amended to make the short line car-owner position the same as that of the trunk line car-owner."

Another short line man points out that many short lines own and lease cars, but that high per diem rates are beginning to destroy many old and valid traffic relationships. He puts it this way: "If you can make money leasing cars, the per diem rates are too high. Short lines feel car-hire charges should be a break-even proposition all-around."

Another plus for the short lines could come from repeal or amendment of the Commodities Clause which ASLRA feels has had a dampening effect upon entry into the short line field. A decision described as "too-close-for-comfort" in a 5-to-4 Supreme Court case involving a short line's traffic has probably kept some short lines from being built

Still another plus is the financial solidity of the short lines. Many of them are owned by prosperous companies. Many are municipally owned, though a majority of short lines are either publicly or privately held. One is owned by an orphange. An oil-rich Osage Indian gave the Sand Springs Railroad in Oklahoma to the Sand Springs Orphanage. The road's three diesels handled $620,000 in business (with a net of $49,807) in 1965, with an operating ratio that trunk line men dream about.

Involved in local affairs

Roads like the Sand Springs, in fact, are the backbone of the group meeting in Denver this week. They very much tend to be intimately involved in the affairs of the towns and communities they serve. Newcomers at the ASLRA session will include the Livonia, Avon & Lakeville, the New Hope & Ivyland and the Narrangansett Pier railroads. They'll lend their musical names to the short lines' hustings and probably have some of their versatile executives in attendance.

• **All over the country.** Old ASLRA lines in every corner of the country, however, can match names with any companies in the country. In the East, for example, are the Moshassuck Valley and the Steelton & Highspire railroads. The South can boast of the Cape Fear Railroad, the Aberdeen & Rockfish Railroad and the Brimstone Railroad. The West and Southwest need feel no shame, not with the Marinette, Tomahawk & Western, the Advance & Puxico and other such gracing the roster of the region's short lines. The Pacific region can point with pride to the Yreka & Western, the Apache Railroad and the Condon, Kinzua & Southern.

As one astonished (and delighted) traffic officer of a major railroad said upon going through a short line roster, "It's almost enough to make one want to join 'em—to be listed with such railroads as the Boyne City Railroad and the Apalachicola Northern." Had he done his homework, he could have added that both the Boyne City and the Apalachicola Northern would rather stylishly improve the averages of any group to which they belonged —especially in net income and operating efficiency. Boyne City, with an operating ratio below 50%, and Apalachicola Northern, with a $379,888 net on a gross of $2.3 million, seem able to railroad with the best in the field.

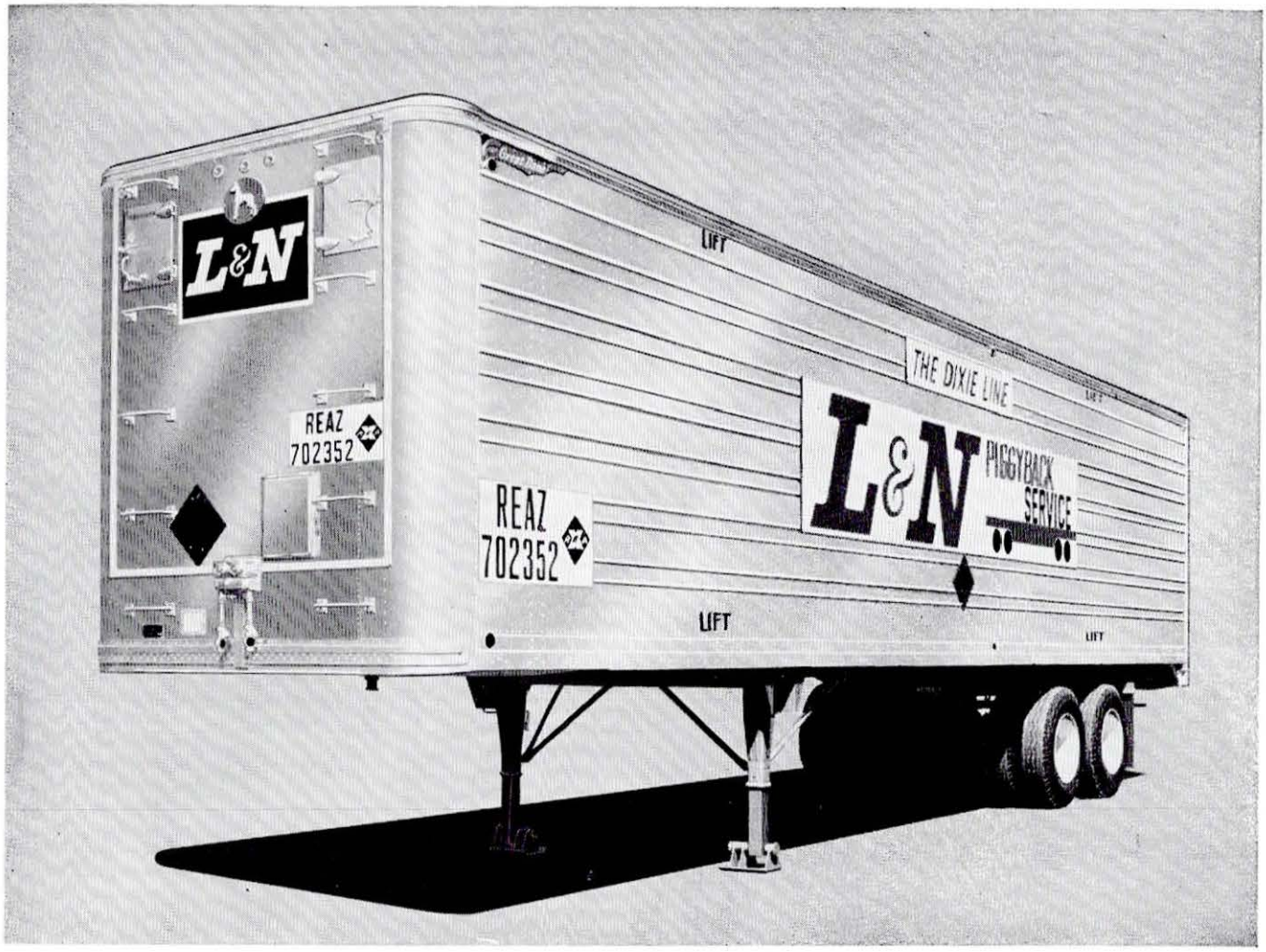
• **Who joins ASLRA — and why?** About 40 Class I roads belong to the Short Line association. Denver & Rio Grande Western, Delaware & Ohio, Boston & Maine and other trunk lines pay ASLRA's maximum fee of $1,980. The minimum fee is $264. There are various reasons for joining the association. Traffic is important and the short lines do have traffic offices and connections for traffic that rolls in interchange.

One short line veteran points to the personal friendships many short line officers have with politicians high and low. Yet another observer notes that short lines are able to lobby and press for legislation at local, state and national levels—when some trunk lines are unable or unwilling to do so. "We can sometimes get a consensus when the ARR cannot."

Short lines, of course, find their organization valuable for direct and obvious reasons. Short line officers, often men with a half-dozen hats hanging in their offices, desperately need the expertise that an industry-wide association can provide. The short line executive is often president, traffic solicitor, general manager, purchasing agent, accountant, treasurer and chief engineer—all rolled into one. He is sometimes also locomotive engineer, section foreman and labor relations officer.

ASLRA, with a 14-man staff in Washington and other major cities, provides short line officers with legal counsel, traffic organization, and other important aid on an industry-wide basis. An important part of the association's work is advising members negotiating labor contracts. Notes an association officer, "One bad contract agreed to by an inexperienced operator can create a real mess in the short line part of the railroad business—and perhaps beyond. The typical short line operator is an innocent dealing with the experienced negotiators unions have on the other side of the table."

Association President Burks explains the short lines' vitality this way: "Short lines are often captive lines, originating and terminating traffic—often at less cost than could the parent company. Over-all, the continued existence of the short lines is fairly good evidence for their being able to railroad at less cost than the trunk lines. We expect to be in business for a long time to come." ■



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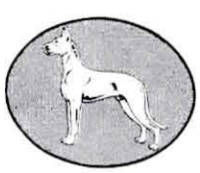

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Circle 20 on reader service card

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Circle 16 on reader service card

How can the importance of the traffic management function best be brought to the attention of top management of industrial companies?

See following text for suggestions by Poll respondents

How can traffic men improve own status?

Best answer, most Poll respondents say, is regular reports to management, outlining financial savings made, and future goals.

"Keep the boss well informed of what the traffic department is doing to cut costs and get better service."

That's the best way to build up the importance of the industrial traffic management function and of its individual practitioners.

The quoted statement, slightly paraphrased, comes from a New Englander who asks not to be identified, but nearly all respondents to this month's Traffic Poll agree with him, at least in principle. The question was deliberately phrased to allow room for expression of the widest possible range of individual opinion, but it produced only a small number of other suggestions. Among these were:

—Be sure traffic men are trained and qualified to do their work in a truly professional manner;

—Participate fully in activities of traffic associations;

—Pay particular attention to transportation services for company personnel; and

—Cooperate closely with other company departments.

● **'Sell and communicate.'** Most industrial traffic men, however, think improvement of status is primarily a job of "selling" and of "communicating."

The first idea is expressed by F. R. Kenfield, manager of transportation, Houston Chamber of Commerce; the second, by G. H. Cunningham, general traffic manager, Sterling Drug, Inc., New York.

Kenfield suggests "constant selling, using only the language of the 'buyer,' identifying traffic management accomplishments solely with organization and/or corporate objectives. Traffic management, whether corporate or community, is a profit tool, and it either rings the cash register or it doesn't. Selling traffic management in terms of dollars or cents receives attention."

Cunningham thinks "communications is the answer, and the written word the proper vehicle." He goes on to point out that "the very complexity of traffic is a stumbling block to the acquisition by many managements of even rudimentary knowledge of the function, concerned as they are with other aspects of the business. This places a considerable damper on communications. However, if one has the ability to reduce the abstract to the concrete in one page or less instead of four or more he may be able by osmosis to convey to management the potentials of the traffic function."

● **Reports.** A good many respondents give in considerable detail their ideas as to what traffic's communications to management should contain by outlining what they themselves do.

R. O. Gurrath, GTM, Cutler-Hammer, Milwaukee, for example, says a traffic department should have thorough job write-ups outlining the basic functions, duties and responsibilities, which have the complete approval of management. It should also have specific management-approved department objectives and policies. And it should make an annual report which outlines how job responsibilities have been implemented and objectives met. In this report, he suggests, "dollars are important, and cannot be overstressed." With his Poll reply he enclosed his own department's outline of functions, duties, objectives and policies.

Monthly reports to the company president and the traffic manager's immediate superiors are advocated by N. C. Zollar, GTM, Lincoln Electric Co., Cleveland. These, he says, should be limited to a single page, with paragraphs only one or two sentences long. They should list specific things on which the department is working, and what it expects to accomplish, including financial savings. They should cover policy matters which need to be brought to management's attention; and should tie in other company departments. These monthly reports should be supplemented by annual statistical and comparative summaries of departmental activities and accomplishments, plus an outline of the next year's goals. "Always," he adds, "include items on which you need management understanding and assistance. Be controversial, if necessary, to get your day in court."

"Regular written reports to management on activities and accomplishments of the traffic department" are also suggested by P. T. Catalano, traffic manager, Steelcase, Inc., Grand Rapids, Mich., "as the best means of selling the importance of our work. I make such reports as the need arises. Each rate proposal we file, or any major changes in cost or service which lower our distribution expense, is reported to management. Freight dollar savings are usually projected on an annual basis. My response to these reports has been extremely favorable."

● **'Wave the flag.'** Concurring comments come from a Midwesterner and a Northwesterner, both of whom request anonymity. The former believes in "issuance of activity reports to management on a monthly basis and also on an annual basis. These reports should be written in layman's language and in broad terms. Emphasis should be placed on dollar savings and service rendered. Savings can be compared to net profit after gross sales.

"Do some flag waving," he adds.

The Northwesterner thinks "the importance of traffic management is readily apparent when those responsible for the function communicate to management the impact of transportation on product costs."

A Southwestern traffic man—who describes traffic management as both "unappreciated and misunderstood"—says "constant suggestions to management are the only solution which will make the work eventually appreciated." Also, he adds, they are the only way which will lead management to seek suggestions in turn, especially if those

made "are of great benefit to the company."

Another Midwesterner writes that "the transportation manager should issue monthly or quarterly reports outlining achievements and results of the concerted efforts of the department. The reports should contain recommendations for improvements in the distribution and transportation of finished products and inbound raw materials.

"Once the transportation manager feels that he has gained the confidence of his superior and others within the corporation, he should undertake a selling job in areas which he feels can be improved or in which he feels additional responsibilities should be added to his job function. A flow chart detailing present responsibilities plus added responsibility which should be assigned to the transportation department should be proposed at the opportune time and presented to top management. In presenting it, the transportation manager must be sure of his facts and in position to thoroughly discuss each facet, if it should come under fire."

● **Reports produce results.** Proof that reports of the type suggested by so many Poll respondents produce results comes in an answer from another Northwestern traffic manager.

"Our department," he writes, "has always submitted to the president, to the vice president, finance, and to the vice president, production, a detailed monthly report covering activities of the traffic department. At year's end we used to make an annual report summarizing the monthly reports.

"Three years ago we changed the format. Instead of just summarizing the monthly reports we put out a report covering 'Annual Statement and Highlights of the Year Just Completed' as well as the program we intend to follow for the next year. A lot of time and thought go into this report.

"We do not overemphasize what we have accomplished through rate negotiations. This is the obvious thing a traffic department is set up for in the first place. Certainly rate savings are important, but we feel it equally important for our company to have some knowledge of the little-known things we have accomplished or hope to accomplish.

"Also, my company should have my views on what transportation labor troubles may occur during the year, when they will occur, and how the outcome will possibly affect us.

"The report is bound and presented in a professional manner.

"Through it, a new appreciation of the traffic department has emerged. The traffic manager is now a member of the company's Long-Range Planning Committee, and is considered part of the top management team."

FIVE POINTS TO BEAR IN MIND

"A traffic manager must manage in an orderly and conscious human approach to problems. He needs to know the basic principles of management, the skills, the philosophies, the tools. Above all, he needs a pattern of action.

"He must communicate and participate.

"He must keep abreast of the rapidly changing nature of his profession.

"He must train people under him to accept responsibilities.

"He must be willing to accept responsibility and delegate it.

"When a traffic manager does an excellent job for his company his management knows it. His handiwork appears again and again at top management levels, if he does his work so management knows he is functioning as a manager and as a member of the team."

—J. Robert Morton, director corporate transportation and traffic, Combustion Engineering, Inc., Windsor, Conn.

● **What else?** As already noted, some replies suggest ways, over and above regular reports, by which industrial traffic managers can enhance their status within a company.

"One of the best approaches," says one of the men previously quoted, "is for the transportation manager and his staff to perform their assigned responsibilities efficiently and without too much fanfare."

Others agree. "Since traffic touches so many other areas," writes another man who asks not to be identified, "the possibilities for moving upwards in management are limitless"—if traffic men perform as do men in other occupations, e.g., lawyers, accountants and engineers. "If individuals have the technical training and devote themselves to performing the job they know, a good performance by a man in traffic will automatically bring favorable attention to the function itself."

Much the same point is made in more detail by L. F. Andry, manager of traffic, American Oil Co., Chicago:

"All personnel who are responsible for the traffic and distribution functions of their company should never cease in their efforts to broaden their knowledge of all regulatory and fundamental aspects of the subject through educational opportunities, as well as through membership and real participation in the activities of recognized traffic and transportation associations, groups and societies. The object is the development of people who would be recognized as 'professionals' in their field, and not merely glorified shipping clerks."

Andry agrees, however, with the idea of keeping top management apprised, "unobtrusively," of the traffic department's efforts and the need for them "in this highly technical field, within which are opportunities for cutting costs and thereby increasing profits. The manager of traffic should hold regular meetings with his staff to review all phases of his company's transportation and distribution to determine if it is working smoothly and efficiently, or if it can be improved. Specific goals and courses of action should be outlined. Through periodic reports, top management should be made aware of the outcome of these meetings; then of the results obtained."

Like Andry, a New England respondent advocates "active participation by traffic department members in outside civic and transportation circles." Resulting publicity, he adds, "helps considerably."

Another Midwesterner shares the same view. "Be active," he advises, "in traffic associations. Make talks and write articles. This impresses management with you, and thus with traffic."

This same man also suggests doing "a good job on personal services, such as household moves, passenger reservations, company plane use, automobile procurement and servicing. These count as much as terrific traffic work."

"Close cooperation with purchasing, operating and sales departments" is the suggestion of a Californian. "Give them data on competitive business, on movements of inbound raw materials, and on outbound deliveries to customers."

Significantly, however, nearly all the men just quoted on these various ways of improving the TM's status also mention the value of reports to management.

A few respondents caution, however, that the importance of traffic varies with the type of industry, and with the individual company. Some concerns look on traffic as "a necessary evil"—a phrase used in several different answers.

Where the potential for importance exists, however, its recognition may perhaps best be achieved by three points listed by a man who asks not to be identified but who is generally recognized as one of the country's top industrial traffic managers:

"1) Demonstrate the significance of traffic and transportation in a company's operations.

"2) Show what can be done to minimize transportation cost.

"3) Educate the layman to appreciate that, while freight rates are regulated they are not inflexible." ■

"Never marry a Humble Railroad Man."

GEARED TO PROGRESS P R I MEMBER

It takes the large economy size to clean up after a man who *likes* to feel a greasy gear with his fingers. Our man was checking traction motor gears that weren't doing too well on a competing grease. And he didn't stop with the gear teeth.

He picked up some of the throw-out and worked it between his fingers.

He poked loose a bit of the tarry deposit where grease had oxidized in the top of the gear case and sent it to our labs.

He did it in locomotive shops from one end of the line to the other, because he knew no two locomotives are exactly alike.

And when he got through each day, he was a mess.

But he had the facts the railroad wanted to hear — because he'd seen with the eyes and felt with the fingers of a man who got his start in the railroad shops.

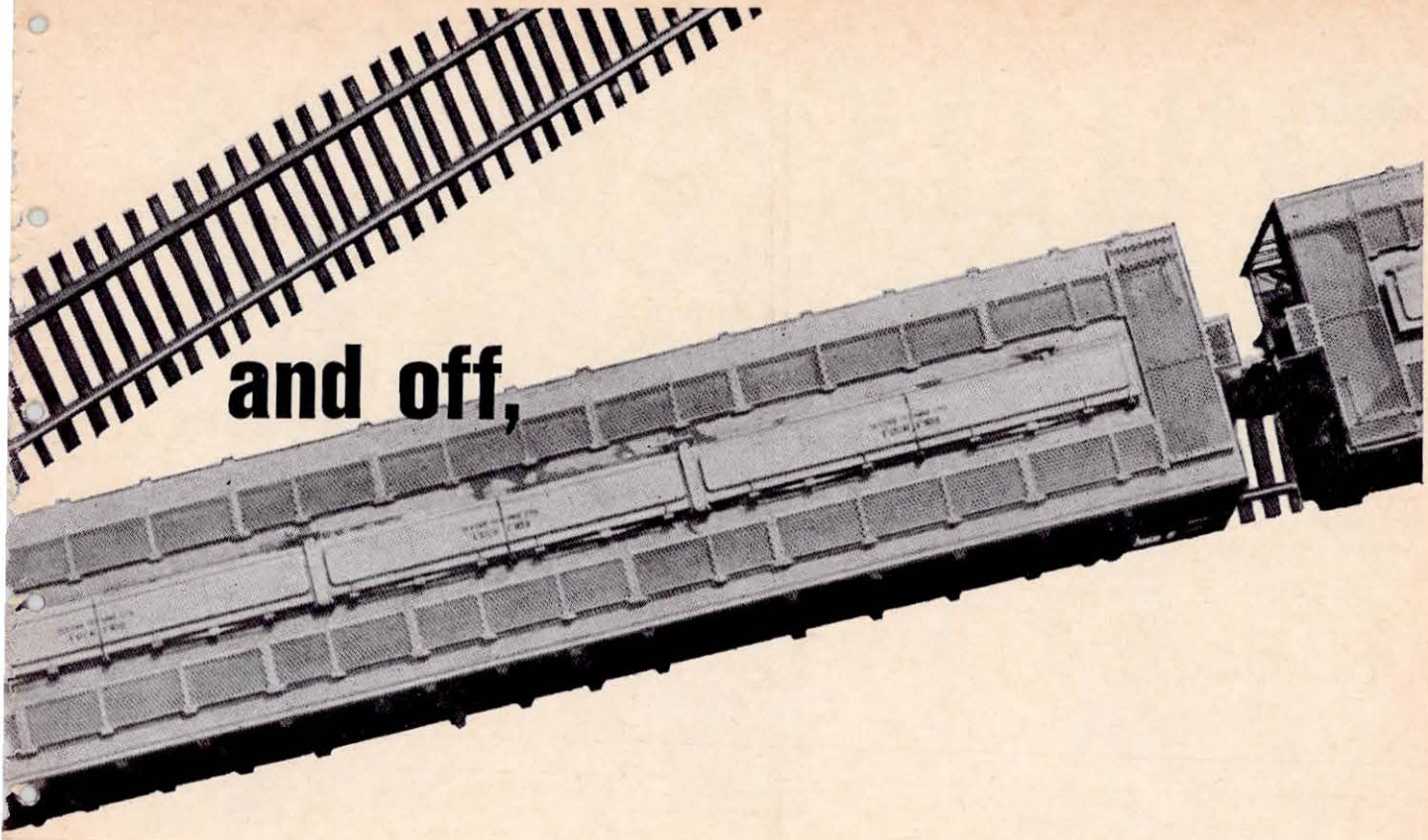
Humble now has the traction motor gear grease contract for every locomotive on that line. Meanwhile, our man's wife has set some sort of record in buying detergents.

Call us any time you need the help of a railroad man who's not afraid of getting a little grease on his elbows — or giving you a lot of elbow grease.

HUMBLE OIL & REFINING COMPANY . . . THE PEOPLE WHO "PUT A TIGER IN YOUR TANK"!

Esso

On your tracks...



and off, aluminum cars earn more

Extra payload capacity, higher per diem rates make cars made with Reynolds Aluminum the lowest-cost, most profitable cars to own.

Every time you load it, an aluminum-body covered hopper car could be carrying 13,500-16,000 lbs. more payload than a steel car the same size.

And when you figure the extra revenue this added payload earns over its lifetime, the car made with Reynolds Aluminum is a really sound investment. But there's another fact to keep in mind:

The extra earnings don't stop when the car leaves your tracks. Aluminum cars command higher per diem rates for off-line service, so their higher revenue-production is not limited to "captive" service.

The table at right shows exactly how much this higher per diem rate can mean in earning power over a car's first 15 years of service—and remember, this is just *one* of the profit-building advantages the aluminum car offers.

Cars with bodies of Reynolds Aluminum have proven more economical to operate and maintain than steel cars. Their lighter weight reduces round-trip ton-mileage, which in turn means lower operating costs.

Aluminum cars never need protective painting or lining. So, if you had to line a steel car three times during its lifetime, at a cost of about $700 per lining, the aluminum hopper would save $2100 in linings alone. And you can add to that the savings in revenue which would be lost while the steel car is being serviced.

Added Per Diem Revenue with Aluminum Cars

Year	Aluminum Car Value For Per Diem Per Unit (1)	Per Diem Rate	Steel Car Value For Per Diem Per Unit (1)	Per Diem Rate	Differ-ential Per Diem Rate	Added Revenue For Aluminum Cars Per Unit Per Year (2)
1	$19,000	$6.15	$15,000	$6.15	—	—
2	18,430	6.15	14,550	4.50	$1.65	$ 297.00
3	17,860	6.15	14,100	4.50	1.65	297.00
4	17,290	6.15	13,650	4.50	1.65	297.00
5	16,720	6.15	13,200	4.50	1.65	297.00
6	16,150	6.15	12,750	4.50	1.65	297.00
7	15,580	6.15	12,300	4.50	1.65	297.00
8	15,010	6.15	11,850	4.50	1.65	297.00
9	14,440	4.50	11,400	4.50	—	—
10	13,870	4.50	10,950	4.50	—	—
11	13,300	4.50	10,500	4.50	—	—
12	12,730	4.50	10,050	4.50	—	—
13	12,160	4.50	9,600	3.58	0.92	165.60
14	11,590	4.50	9,150	3.58	0.92	165.60
15	11,020	4.50	8,700	3.58	0.92	165.60
Total						$2,575.80
Average		$5.380		$4.426	$0.954	$ 171.72

(1) Straight line depreciation at 3% per year
(2) Assumed 180 off-line days per year

Before you invest in new hopper or gondola cars, look into the economics of aluminum-body cars. Contact your local Reynolds office for the complete story, or write *Reynolds Metals Company, P. O. Box 2346-TM, Richmond, Virginia 23218.*

REYNOLDS
where new ideas take shape in
ALUMINUM

Watch **"The Red Skelton Hour,"**
Tuesdays, CBS-TV

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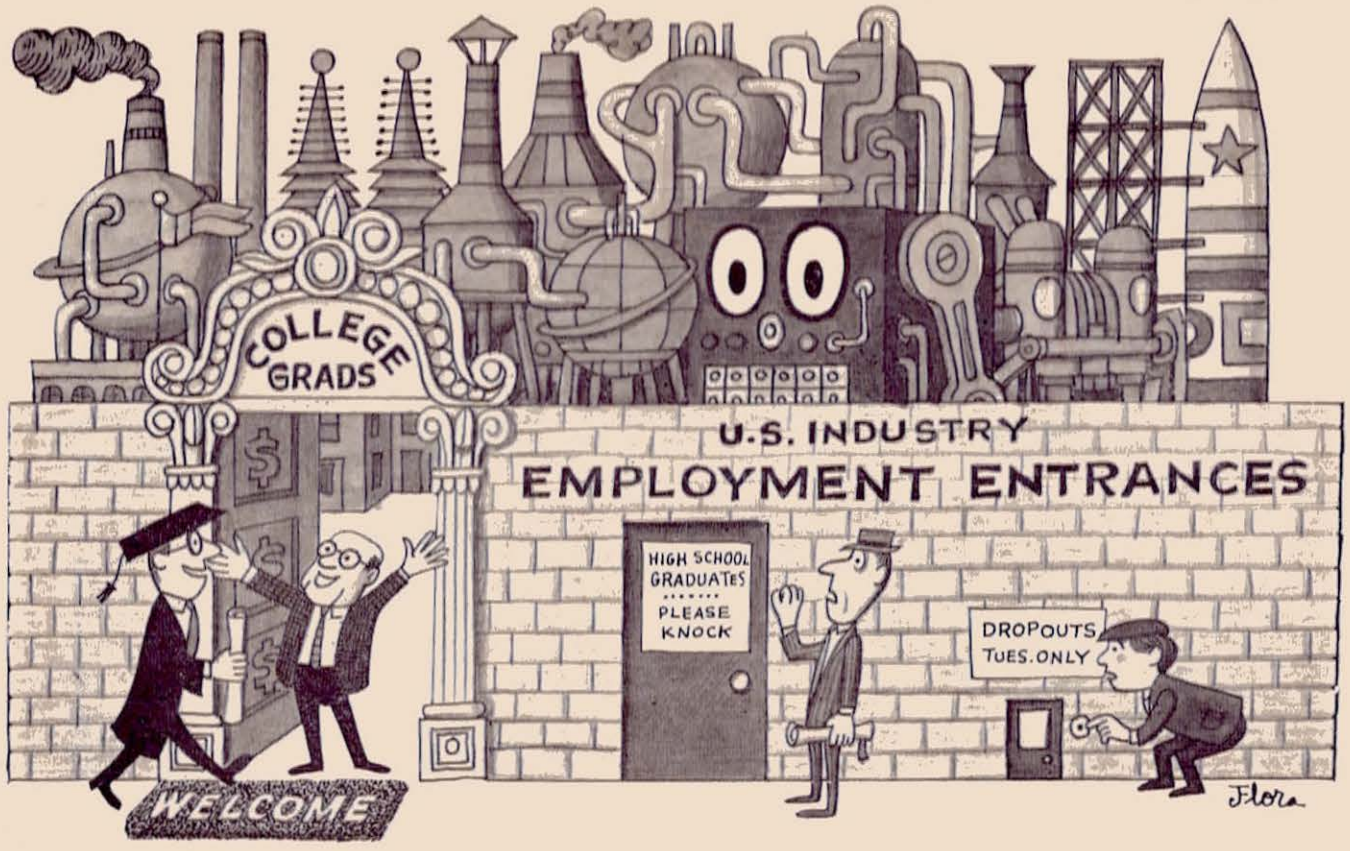

It takes a good education, to get a good job today

As a businessman, you know what it takes to get ahead in today's industry. But most young people don't.

Of all those who will enter the labor force by 1970, 7.5 million will not have completed high school. It's a big problem for our country. A real problem for our economy . . . and for industry, too.

What can you do about it?

Plenty! In your own community, make it *your* business to show how important a good education is in business today. Talk about it. Write about it. Urge your business and civic organizations to cooperate.

Convincing young people of the value of getting all the education and training they can is not only good for your community, it's good for your business, too. After all, the quality of your future employees depends a lot on their education. Even your present employees can benefit greatly by up-grading their skills through on-the-job training or night school.

For more information on how you can help solve the continuing education problem in your community, write: The Advertising Council, 25 West 45th Street, New York, New York 10036.

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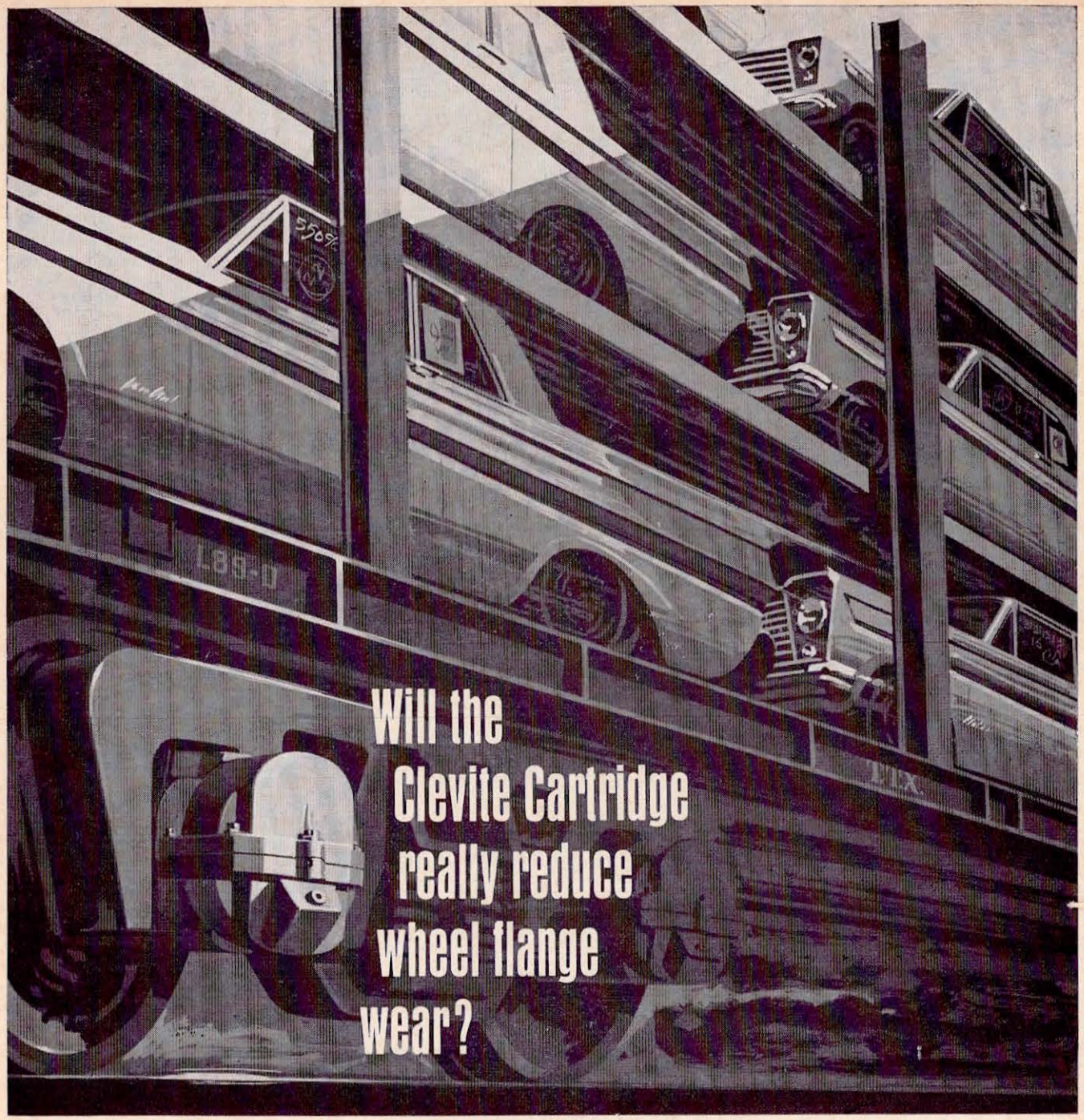

Trailer Train is finding out.

Recently Trailer Train installed 70 car sets of journal bearings on 60-foot flat cars. This is in addition to 57 Clevite-equipped cars that have been on the road up to 2 years.

Like many railroaders, Trailer Train operators believe Clevite's lateral motion may prolong wheel life and extend service time between wheel turnings.

And when it comes to wheel lift-off (high center-of-gravity cars tend to behave this way under certain conditions) Clevite's controlled lateral motion provides the necessary truck freedom to minimize this problem.

If your Road is not familiar with Clevite, we should talk things over. Because the Clevite cartridge can easily save you money over the long haul.

CLEVITE

For information, write Clevite Corporation, Cleveland Graphite Bronze Division, Cleveland, Ohio 44110.

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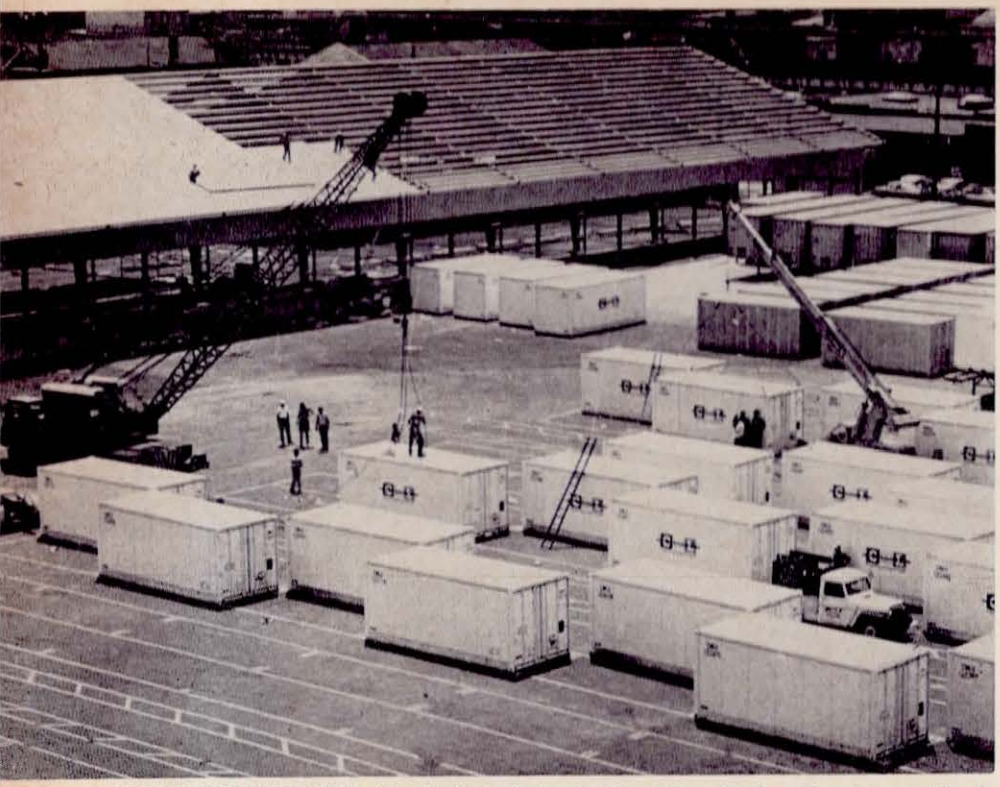

BASE OF OPERATIONS in the United States for Container Marine Lines' transatlantic container service willl be this terminal on Staten Island, N.Y.

BRIDGE CRANES on the Export Forwarder and Export Dispatcher are used for ship loading-unloading operations.

Two new container ships are set to go

Initial sailing on September 30 will be to north European ports.

TRANSFER CRANES—seven of them—will be located at Staten Island and at Amsterdam, Bremen and Le Havre.

Transatlantic container operations get another boost in September, with the inauguration of containership service by Container Marine Lines, a division of American Export Isbrandtsen Lines.

Two especially designed ships—the SS Export Forwarder and the SS Export Dispatcher—have been readied for the new export-import service. First sailing is scheduled for Sept. 30 from CML's container terminal on Staten Island to the north European ports of Amsterdam, Bremen and Le Havre, with feeder service to the United Kingdom. In addition to overland service to Germany, France and the Benelux countries, CML also plans feeder service to the Scandinavian nations.

• **A look to the Midwest.** Perhaps significantly, CML is making a strong play for traffic originating in mid-America. Surface-transportation media have managed to remain relatively unenthusiastic about container possibilities in a number of instances because of the relatively short distances containers move between point of origin or destination and the port. But CML has set up container freight depots in Chicago, Detroit and Cleveland, and the AEIL division plans to establish similar operations in St. Louis, Kansas City and other cities in the central United States.

CML is using, principally, 8 x 8 x 20-ft containers. And, the line notes, "two of these modern dry-cargo containers marry on our breakapart chassis to form an efficient 40-foot rig for over-the-road use on U. S. highways or for use on rail cars, piggyback or Flexi-van. The single units are especially suited to the European network of highways, canal and rail systems. Past problems of handling loaded units are no longer an obstacle."

CML's 20-ton-capacity boxes offer 1,120 cubic feet of loading space. Tare weight of the boxes is 4,100 pounds. The two 582-foot converted containerships will be able to handle 738 containers each. Sailings from Pier 13 on Staten Island are scheduled on an every-other-Friday basis for each vessel.

• **Container pool set.** CML plans to use 3,700 containers in the two-way international operation. And the company is calling on a number of manufacturers for the equipment—among them Fruehauf, Veenema & Wiegers and Compass Containers for the boxes and Strick and Dorsey for trailers. In addition, CML plans to have available by late autumn a number of 40-foot refrigerated containers supplied by Evans Products.

Container placement will take into account the building of inland trade—with a pool of 30 to 50 boxes, for example, always on hand for loading in the Chicago area. Similar pools will be set up overseas.

Each of the two containerships is equipped with a traveling bridge crane. In addition, CML plans eventually to have seven land-based transfer cranes —three at Staten Island, two in Amsterdam and one each in Bremen and Le Havre.

During the period in which the ships were being converted for container service, CML ran an interim container service to North Europe on conventional freighters of the American Export Isbrandtsen fleet. ■

C&S men want quality control

AAR Section, meeting in the nation's capital, hears a variety of suggestions for improving railway communications and signaling performance. Detection of hotboxes is a major topic of discussion.

Last week's sixth annual meeting of the Communication & Signal Section, AAR, might well have been titled: "A session in improving the quality of railway communications and signaling."

Committee reports, addresses and technical papers delivered in Washington, D. C., to over 1,000 railway men and suppliers stressed two things: improved quality of C&S facilities and lower costs of operation.

• **Better hotbox detection.** To improve the quality of the information delivered to train crews about hot journals, the Reading has installed several new systems employing a visual indicator showing the number of axles from the rear of the train to the overheated journal. This visual display board, similar to a yard track indicator, is normally located some 10,000 feet (about 200 car lengths) beyond the hotbox scanners. Also, it is located on the mast of an existing wayside signal, and near a siding where the affected car could be set off if necessary.

According to George B. Blatt, RDG's chief signal, electrical and communications engineer, the new visual indicator system enables the hot journal information to be given directly to the employees operating the train, avoids the possibility of misinformation being transmitted to them, and also permits the train to be operated in a safe manner and eliminates the necessity of stopping the train until the set-off location is reached.

Co-author of a technical paper on the Reading installation, Thomas A. Westover, Engineering Manager, Servo Corp. of America, told the meeting that the visual indicator can display up to two hotboxes on each side of a train. When even one hotbox is detected, a white rotating beacon lamp atop the visual indicator is put into operation. A three-digit number is lighted on the panel to indicate the number of axles from the rear of the train to the axles containing the hot journal. If there are no hot journals, the visual indicator will display only zeros.

For more than four hotboxes a white light is displayed below the indicator panel. This alerts the train crew to go to a wayside instrument case and look through a window to read other counter numbers showing where the additional hotboxes are located.

• **System verification.** When the graphic recorder for a hotbox detector system is remotely located from the detector site, the possibility of transmission system faults is a potential cause of a false indication on the recorder. To assure system integrity, not only of the transmission system, but of the detector operation, a hot journal verification system has been developed by Harmon Electronics, Inc. Robert C. Harmon, president of the firm, told the Washington C&S audience that the verification system "saves lots of time

How IC eliminates insulated joints

Insulated joints — a necessary evil according to some signal engineers and maintenance-of-way men —have to prove themselves on the Illinois Central. IC is well along in a program to eliminate, wherever possible, insulated joints in signal territory.

The program was described at last week's meeting of the Communication & Signal Section by Robert W. Kile, IC signal engineer. Overlay track circuit controls for highway grade crossing signals and using center fed circuits in signal territory are the means used by IC to reduce the number of insulated joints required.

• **Welded rail helps.** IC engineers were spurred by the road's extensive use of welded rail. They found that by using more sensitive track relays and feeding the current into the track at the center of the circuit rather than at the end, circuits up to 15,000 feet long can be operated satisfactorily. This meant, said Kile, that with signals spaced 10,000 to 15,000 feet apart, one circuit would do the job formerly required by three or four shorter circuits. Also, the longer circuit would require the use of insulated joints only at signal locations.

At highway grade crossings where flashing-light signals and/or automatic half-gates are in service, the use of overlay controls eliminates the need for insulated joints. Kile said that as of August 1, 150 installations of overlay controls had been made for highway crossing protection. To date, IC has retired about 1,600 insulated joints in its grade crossing program.

Overlay controls for highway grade crossing signals include the means to superimpose alternating current (about one kilocycle) into the tracks so that the flashers and gates will be automatically operated by the approach of trains.

Kile reported that "as of June 30, 1966, a total amount of $659,590 has been authorized representing a total retirement of 2,401 joints. This amounts to an average of $275 per joint. Work has been completed to date to allow actual retirement of approximately 1,600 joints." The authorized sum is for overlay controls for new highway crossing protection installations.

• **Savings, too.** Kile's report did not mention the dollar savings from elimination of insulated joints. One signal officer at the meeting commented, however, that "you don't spend money to eliminate insulated joints just because you don't like them."

It has been estimated that a pair of insulated joints (two are needed for one end of a track circuit) will cost about $100. It will cost another estimated $100 per year to maintain the pair. If a pair of joints lasts three years, the initial cost and maintenance will reach $400. Some railroads report that insulated joints, at best, will last only two years.

To the straight economics of the cost of buying, installing and maintaining joints, should be added the savings due to eliminating the need for cutting rail (especially in welded rail territory), and obviating the need for cut sections and associated batteries, relays and instrument housings when longer track circuits are used in signal territory.

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Hopper cars are built of Dow aluminum. Why not rolling pipelines?

Nobody's asked us yet.

The new wave of railroad progress owes a lot to the unit train—a continuously circulating train of cars carrying bulk cargoes. Future versions may have articulated, self-unloading cars that carry raw materials to the mill, industrial products on the return trip . . . a rolling pipeline!

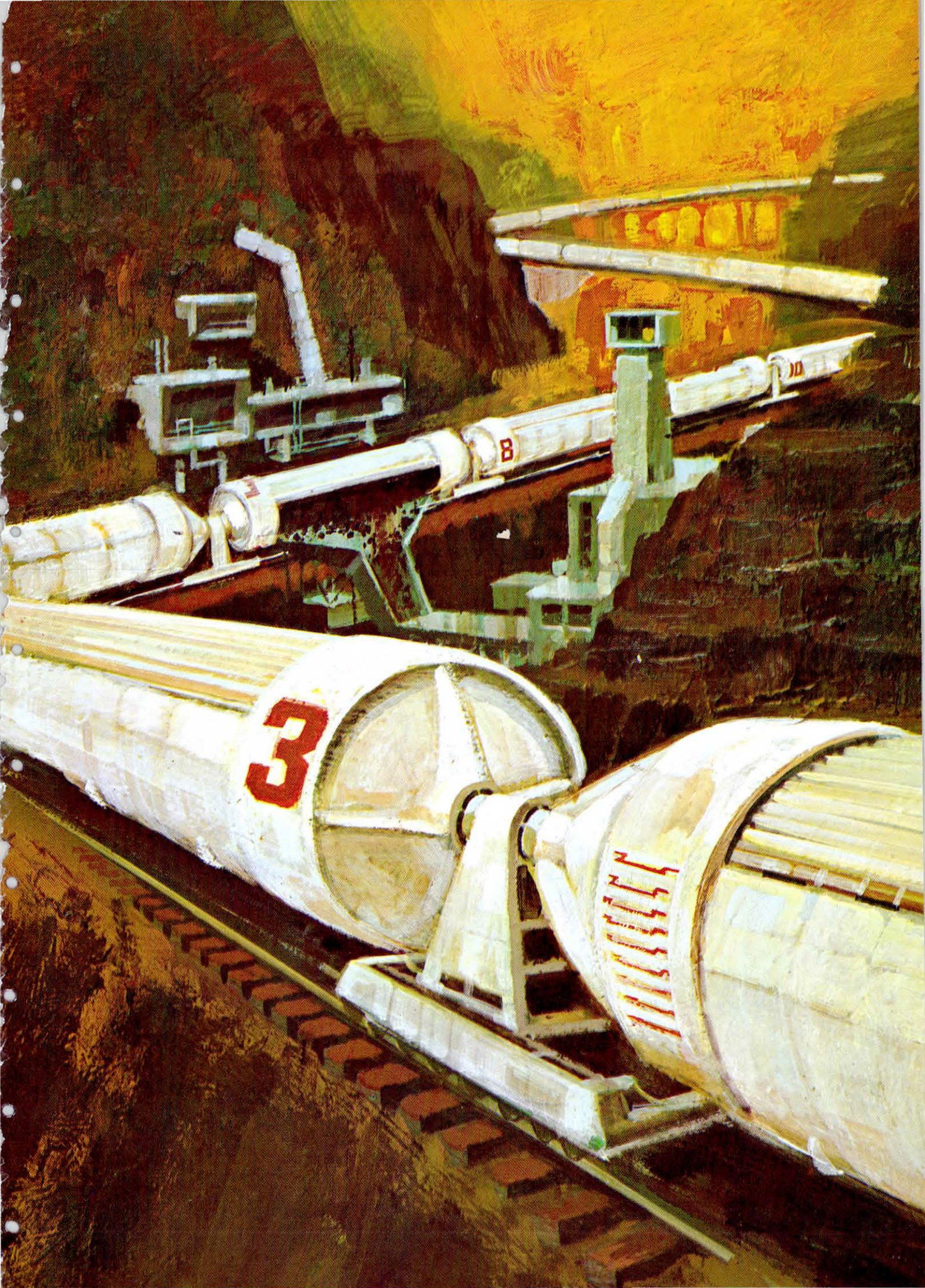
Sheet, plate and extrusions of Dow aluminum have gone into many a railroad car—including special gondola and hopper cars that are practically all-aluminum above the trucks.

Railroad car builders can turn to Dow because Dow has the specialized knowledge and equipment to meet their problems.

As a matter of fact, solving special problems is our strong suit. We can't claim to be the biggest, but we're as versatile and inventive as anybody in the business—maybe more so. So, when you have a problem that Dow aluminum may solve, why not bring us in right at the beginning, when we can do the most good?

We're waiting and we're ready. Metal Products Department, The Dow Chemical Company, Midland, Michigan 48640.

DOW


3

UP improves microwave reliability

and possible outages, plus verifying the status of equipment before stopping a train for questionable hot journals."

After each train passes the detector," he said, "the verifier keys on the carrier transmitter. A 20-second delay provides time for reading the several receiver meter panel positions. Then three sample voltages are fed into the transmitter, providing a check of both modulation and linearity. Then, in sequence, any five selected hotbox detector voltage levels are fed into the transmitter. All of these samplings, then, appear on the recorder tape, giving a permanent record of system check along with the actual train data.

"We feel that this verification answers many maintainer's problems in finding troubles faster, to reassure operators observing tapes, enabling better decisions on train stoppages, to keep maintainers from being blamed for things that are not their fault, to provide supervisors with a graphic check on maintenance status, and to save maintainer time."

• **Use existing wire lines.** When desiring remote print-out of hotbox detector information, some means must be used to transmit the data from the detector to the readout location. Carrier systems are often used for this task, namely, one of superimposing the hotbox detector data on communications lines already handling other data.

To avoid the expense of installing additional line wires, cables or microwave facilities, Lenkurt Electric Co., Inc., has developed its model 960A hot journal data transmission system. C&S Section members were told by Lenkurt senior development engineer, A. L. Pachynski, Jr., that the 960A system "works equally well on CTC code lines, open wire, cable or microwave multiplex channels." Additionally, the system sufficiently isolates the hot journal data so that it does not interfere with other data being sent over the line wire, cable or microwave. Conversely, transmission of other type of communications over these facilities does not interfere with the hotbox detector data simultaneously being transmitted.

Another feature of this system, described in a paper co-authored by B. L. Arnold, Lenkurt staff sales engineer, is that data from up to seven hotbox detectors can be sent over a 960A system occupying only enough spectrum required for a telephone cover conversation. In other words, the data from seven hotbox detectors can be transmitted to a remote point on a 3-kilocycle voice channel.

• **More reliable microwave.** "Union Pacific has been able to achieve significant improvements in the reliability of its microwave radio system in major sections such as Omaha-Los Angeles and Salt Lake City-Portland," reported C. O. Jett, UP superintendent of communications. The means has been the use of space diversity operation which consists of a single transmitter whose output is received by two or more receivers, each connected to a separate antenna system. In line-of-sight microwave systems—such as used by railroads, including UP—these antennas are separated in space vertically (about 30 feet).

How separation works

The vertical separation of receiving antennas, said Jett, provides optimum results in minimizing outages caused by fading of the microwave signal. Concerning outages, Jett said: "Increasing the reliability of the microwave radio system by 1/100 of 1% reduces the outage time in a year by 53 minutes. True, this is not a great deal of time considering the number of hours in a year. However, experience has proved that outages caused by microwave signal fading are random occurrences . . . Interruptions of even a few milliseconds can play havoc with the information being transmitted over the microwave system. So, it isn't the total duration of the interruptions, but the frequency of occurrence that is the real trouble maker."

• **Computers improve quality.** A computerized data network has been in operation on the New York Central for the past three years. NYC's former project manager for the system and now staff engineer communications and signals, Leo J. Ritter, told railway communications engineers that such computerized data networks have nearly limitless capability to provide quality, quantity, flexibility, expansion and control.

He said that NYC's Data Central is currently handling 76,000,000 characters of information in and out of its switching center. "This traffic is routed to and from 497 outstations distributed on 174 lines. We are in operation 24 hours a day, 7 days a week. . . . The computerized switching center is connected to various teletypewriter, intercoupler and computer outstations which generate and receive traffic. The heart of the switching center is two Collins C-8400 computers, supported by two disk files, magnetic tape stands, teletypewriters for network control, and a test board and patching panel.

"All traffic routed through the system must conform to a specified format including a 3-line heading, a message text and a message ender," Ritter said. "The first line of the heading includes a start of message indicator and the addresses to which the message is going. The second line consists of a classification-priority indicator and the sending station address. The third line contains the sender's sequence number, the date-time and the sending operator's initials."

• **Monitor circuits.** One of the many quality control checks of Data Central is to monitor each circuit.

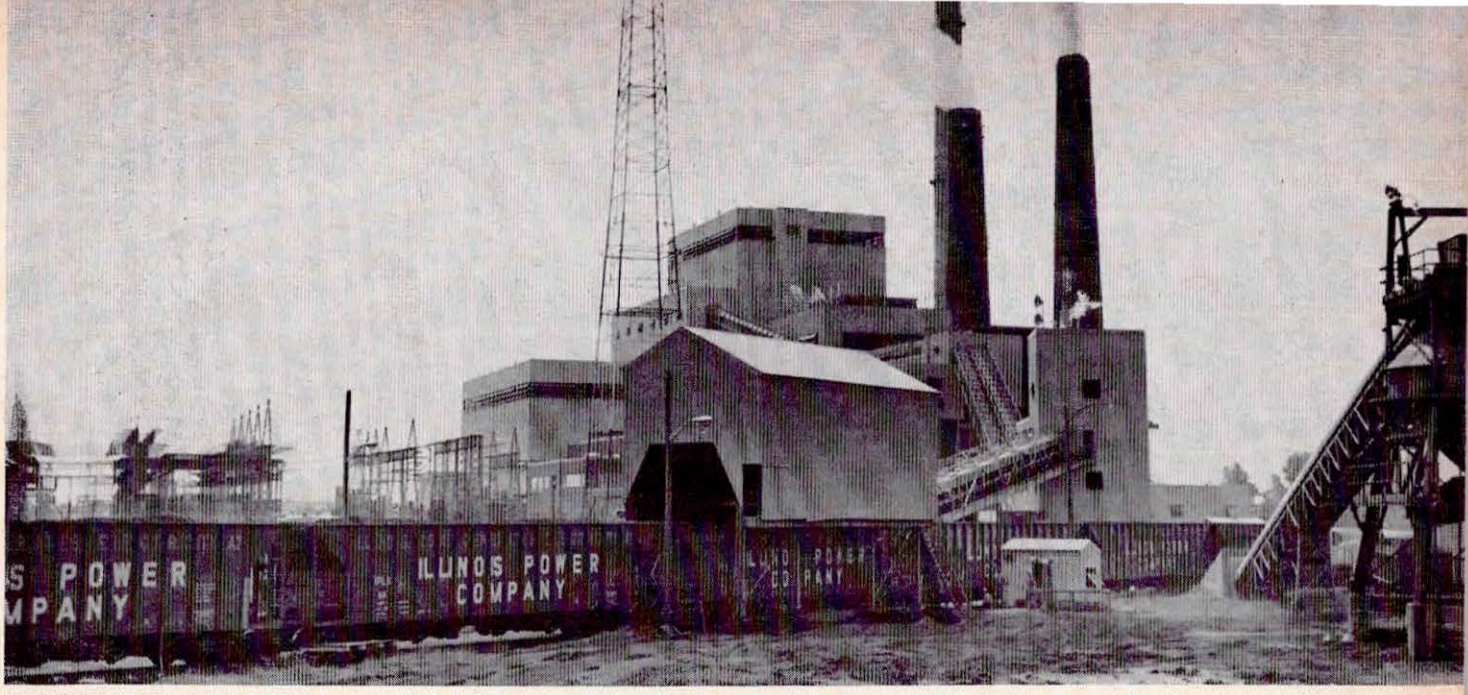
To assure continuous data transmission, the Data Central computer is programmed to be constantly alert to abnormal situations, and to alert the operator via alarms and a teletypewriter printout. For example, the computer will recognize an incomplete message (no end of message code), and adds an incomplete message code to the outgoing message to addressees. They can request a retransmission.

Data Central polls stations on a continuing basis, and it must receive an answer-back indicating no message for transmission, or that a message is ready for sending. Again, if no answer-back is received, the computer will alert the operator via alarm routines. The station will continue to be polled, but no subsequent alarms will be operative. However, when the condition is corrected, the computer will receive an answer-back and it will cause the alarm's teletypewriter to print out "response resumed" to alert Data Central personnel that all is well.

• **Centralizing cuts costs.** A large Eastern railroad has centralized its repairs to signal equipment at one system shop, reported C&S Section Committee 5—Instructions and Shop Practices.

Depending upon the volume of work, the shop produced savings from $160,100 to $336,338 annually. Savings are based on the cost of new apparatus. Repair costs as a percentage of new costs ranged from a low of 29.10 to a high of 40.80 in any one year.

The accounting department included the appropriate overhead expenses with the labor and material repair costs. The committee's report noted that repair work included a variety of equipment, such as relays, power switch machines, frequency overlay apparatus, signal mechanisms, highway crossing signals, rectifiers, transformers and switch circuit controllers. ■



UNIT TRAIN OF 4,000 TONS is unloaded daily at generating station; speedy movement eliminates any winter freezing problems.

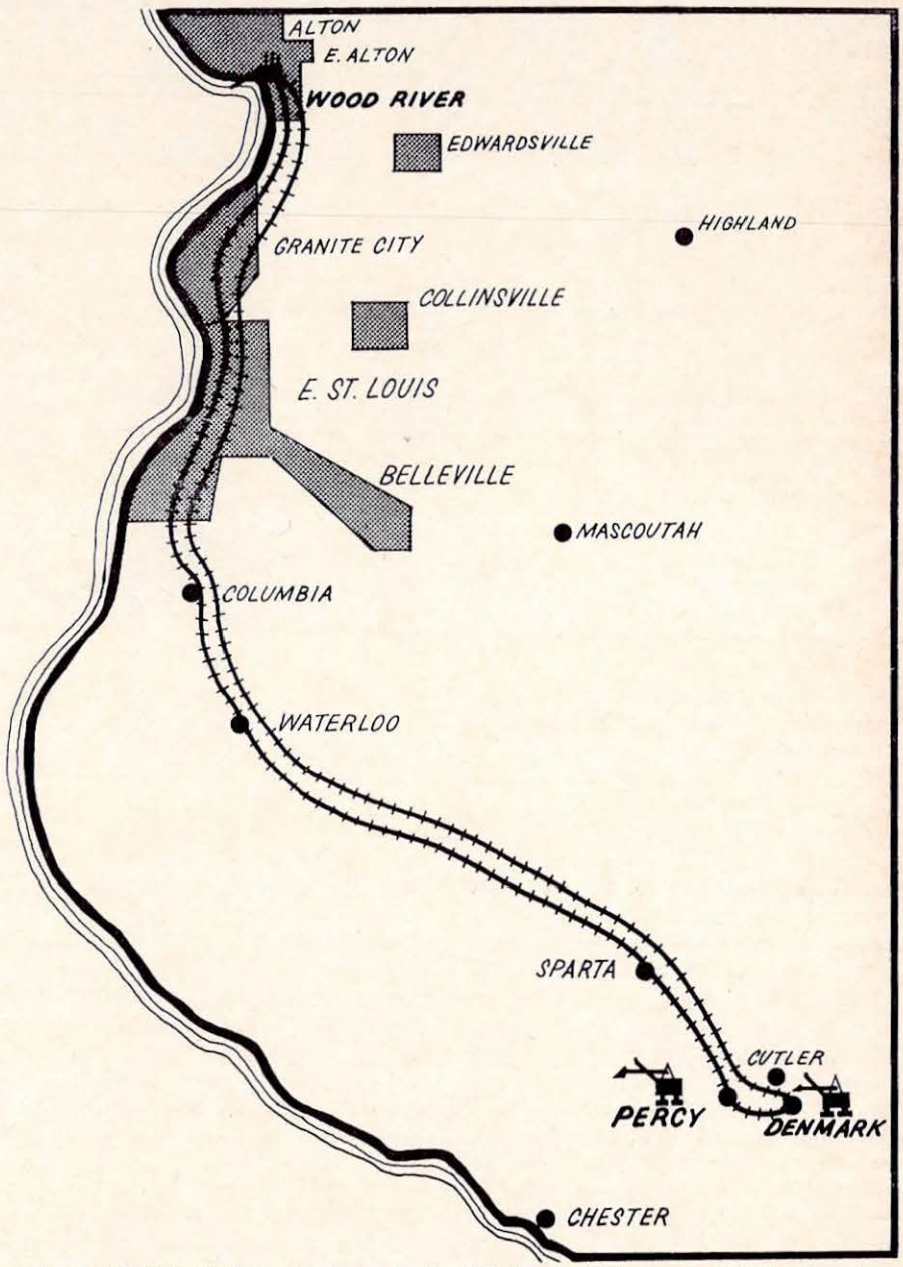
IPC likes bottom-dump coal cars

Hoppers were selected following careful check of unloading.

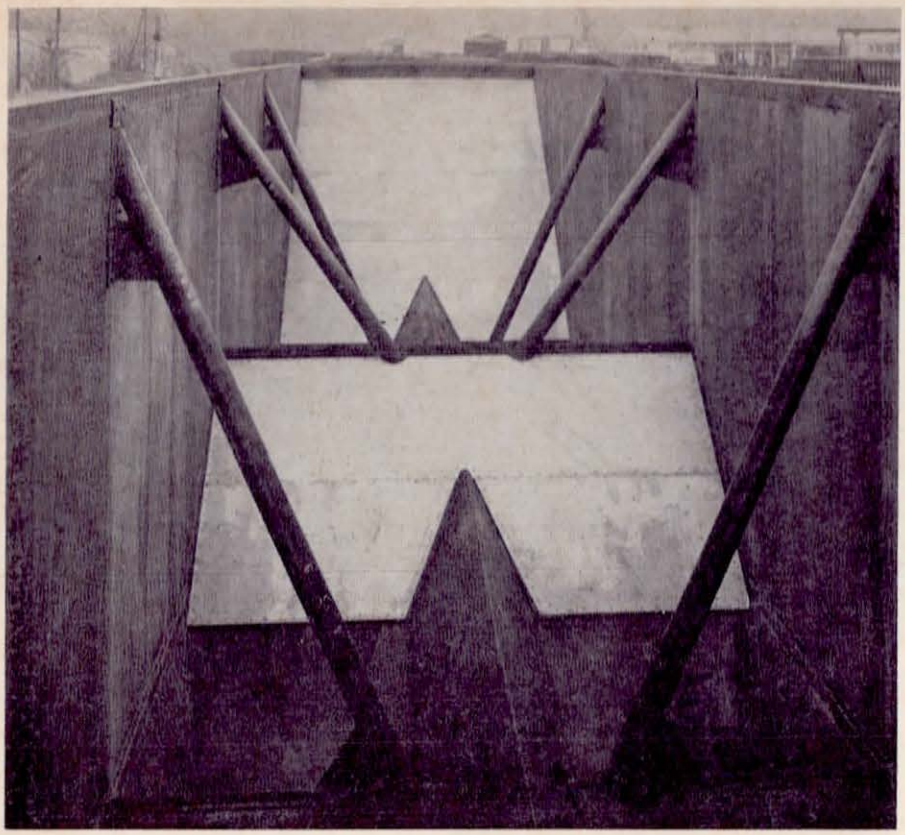
After a year of unit-train service at Illinois Power's Wood River plant, it's difficult to say whether IPC men are more enamoured of the unit train concept or the rapid discharge gates on their open-hopper cars.

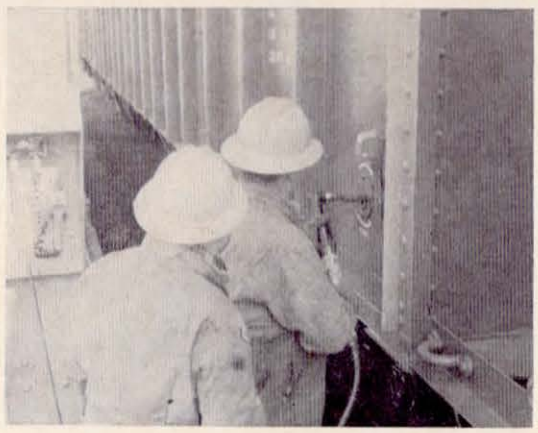
The company's plant, just north of East St. Louis, requires 5,000 tons of coal per day for operations and to maintain a stockpile. In an effort to increase the efficiency of getting coal from mine to furnace and at the same time to decrease the over-all cost of operations, IPC sent men on a cross-country inspection and investigation tour. These men went looking for the best and most economical system for the plant's needs. All types of unloading systems, cars and methods of transporting the loads were investigated.

• **The answer: unit trains.** The company was looking for uniformity and constant availability of cars in addition to lower shipping cost. After close scrutiny, IPC decided that a unit train



MINE-TO-PLANT ROUTE involves Gulf, Mobile & Ohio and Illinois Terminal.





INTERIORS OF CARS (above) are smooth and free of obstructions. Stainless steel slope sheets aid in rapid discharge. The actuating of hopper doors (right) is accomplished from trackside by two-man crew which empties the cars and stockpiles the coal.

would meet these objectives. Two unit trains now operate six-days-a-week between East St. Louis and the Southwestern Coal Corporation's mines at Percy and Denmark, Ill. Over the 90-mile route, the trains are handled by the GM&O and Illinois Terminal. While one train is loaded at the mine, the other is unloaded at the plant. It is estimated by electric companies that unit trains save six to seven cents per million Btu.

The trains are made up with the Ortner 100-ton Rapid Discharge open-hoppers. IPC's decision to use a hopper bottom-dump car was arrived at only after careful examination of existing systems for unloading. It was decided it would not be economical to install a faster rotary dumper because of initial cost and because present and projected future needs could be handled by a bottom-dump hopper car.

The Ortner hopper had been tested by Ortner over a four-year period with loads such as ore, coke and wood chips as well as coal, and IPC decided it was suitable for its operation.

● **Stable at all speeds.** The cars have four pneumatically operated doors designed to be as large and as close to square as the cars' over-all design will permit. An Ortner engineer notes, "The size of the opening is especially helpful in unloading either packed coal or coal with a frozen crust, permitting gravity to continue the unloading. Stainless steel keeps the coal moving down slope sheets much more readily than carbon steel. However, the coal must first be set in motion before the stainless steel becomes effective. From an 'in-train' operational standpoint, this car has proved to be stable throughout the range of speeds encountered."

How has the car lived up to IPC expectations? Six days a week a unit train of 40 cars, carrying 4,000 tons of coal, is delivered at the Wood River plant. With the assistance of a General Electric diesel, operated by the coal foreman using a WABCO remote control system, two men unload and store the coal (via conveyor belt) into large continuous furnace feeding bins. Unloading takes four hours.

The two men in charge of unloading the cars have some definite opinions about them. They credit the instantaneous opening of the doors as the main reason for the speed-up in unloading. A car shaker is used, "but it gives the car little more than a love tap." Because the IPC requires that maximum size of the coal not exceed 1¼ inches in diameter, small coal particles and coal dust have a tendency to settle to the bottom and jell to the sides and corners. This condition requires extended use of the car shaker with carbon steel hoppers and men often have to climb into the car with pick in hand. With the Ortner car's stainless steel sides these procedures are now passé.

● **Fewer injuries.** Another factor the men unloading the coal are quick to point out is that the car's pneumatically-operated doors have been responsible for reducing employee injuries in unloading these cars. On other hoppers (with manually operated doors) smashed fingers, strained backs and pulled shoulder muscles were hazards.

Cold weather has had little effect on the operation. Because the time between hopper loading and unloading is so short (thanks to the unit train) freezing has little chance to occur. Only once last winter were the cars subjected to IPC's thawing shack.

Except for some air hose and brake-shoe replacements and one coupling repair to a car that had been derailed, the cars have required little maintenance. Ortner supplied repair kits for the standardized cars. A company spokesman says, "We are very satisfied with the performance and the economics of our unit-train cars."

● **Problems are few.** What problems have occurred? E. A. Shultz, assistant to the president, said, "Only one. After a short shut down at the mines, one of our cars was missing. We finally found it at Milwaukee—but you can't very well blame the car."

The over-all feeling toward the Ortner car was summed up by a heavy equipment operator, "I wish they had another 80." Since the Ortner cars now supply 80% of the plant's daily requirement of coal, IPC needs only 20 more —and says it's in the process of ordering those 20 Rapid Discharge cars now. ■

Paul E. Brammer
C&O-B&O

James R. Cary III
C&O-B&O

Bryan D. Venable
IC

C. A. Larsen
IC

D. B. Sweeney
IC

P. A. Webb, Jr.
IC

PEOPLE IN THE NEWS

BURLINGTON.—Philip M. Scott, manager of the dining car department, retired Oct. 1 after nearly 50 years' service. **Donald H. Seeger,** assistant trainmaster, Ottumwa, Iowa, named rules examiner, Galesburg, Ill.

CANADIAN NATIONAL.—Stanley G. Durrant, industrial development officer, Rideau Area, Belleville, Ont., appointed manager of industrial development, Atlantic Region, Moncton, N.B.

I. W. Mitchell, analytical services officer, Moncton, N. B., appointed manager, customer research services, Great Lakes Region, Toronto, Ont., succeeding **L. C. Durning.**

CHESAPEAKE & OHIO—BALTIMORE & OHIO.—Paul E. Brammer, assistant general manager, Northern Region, Detroit, Mich., appointed general manager, Chicago Terminals, C&O-B&O and the **B&O Chicago Terminal.** Mr. Brammer succeeds **John L. Rogers, Jr.,** named general attorney, Baltimore. **James R. Cary III,** superintendent, Grand Rapids Division, succeeds Mr. Brammer at Detroit. **Karl E. Bomar,** assistant superintendent—trainmaster, Cincinnati—Chicago Division, Peru, Ind., succeeds Mr. Cary at Grand Rapids, Mich.

E. T. Reilly appointed superintendent marine agency, New York Terminal and **Staten Island Rapid Transit Ry.,** at New York. **C. W. Ekin** and **R. Zacchi** named assistant superintendent and trainmaster, respectively, New York Terminal and Staten Island Rapid Transit Ry., both at Staten Island, N.Y.

W. A. Gross appointed superintendent and **E. K. Reed,** assistant superintendent, of station operations at Baltimore.

Regional superintendents station operations: **D. M. Kirkwood,** Central Region, Pittsburgh, Pa.; **H. W. Kochanowski,** Northern Region, Detroit; **P. D. Hulbert,** Southern Region, Richmond, Va.; **J. A. Davis,** Western Region, Cincinnati, Ohio.

A. F. Burton appointed assistant to manager freight loss and damage prevention and **L. M. Neese** named superintendent freight loss and damage prevention, both at Baltimore.

Regional superintendents freight loss and damage prevention: **S. W. Jordan,** Western Region, Cincinnati; **C. S. Wilcox,** Central Region, Pittsburgh; **H. O. Kerns,** Southern Region, Richmond; **L. E. Adams,** Northern Region, Detroit.

Assistant superintendents freight loss and damage prevention: **J. M. Collins,** Baltimore; **F. W. Strobel,** New York; **C. F. Boll, Jr.,** Bellaire, Ohio; **P. H. Blevins,** Dayton, Ohio; **F. W. Wilkins,** Akron, Ohio; **M. G. Rider,** Chicago; **J. E. Cunningham,** Grand Rapids; **R. F. Gallentine,** Saginaw, Mich.; and **F. H. Vanderhoof,** Buffalo, N.Y.

Arthur W. Conley, general manager, Western Region, Cincinnati, appointed general manager—operations, Baltimore, Md., succeeding **T. J. Klauenberg,** retired.

COTTON BELT.—Edward N. Brown, assistant traffic manager, Central District, **Southern Pacific,** San Francisco, named general traffic manager, **Cotton Belt,** St. Louis, Mo., succeeding **George W. Heuermann,** named assistant vice president of traffic of the SP, parent company of the Cotton Belt.

ERIE LACKAWANNA.—Joseph A. Russell, freight traffic manager, Los Angeles, Calif., and **William F. Ahearn,** foreign freight sales manager, New York, will retire Sept. 30. **Edward F. McHugh** appointed Pacific Coast sales manager, San Francisco, Calif. **Paul A. Talkington** named district sales manager, Chicago, succeeding Mr. McHugh.

Herbert E. Simpson, freight traffic manager—sales and service, New York, appointed assistant vice president—traffic, Cleveland. **Edward T. Butler,** freight traffic manager—sales and service, Cleveland, named assistant vice president—industrial development there. **Kenneth E. Pritchard,** assistant freight traffic manager—sales and service, Cleveland, succeeds Mr. Butler. **J. Lawrence Chapman** named freight traffic manager, 140 Cedar Street, New York, 10006, succeeding Mr. Simpson. **Claude F. Lauer** appointed assistant freight traffic manager, Cleveland.

FRISCO.—R. J. Cafarella, assistant district sales manager, Chicago, named district sales manager there, succeeding **C. A. Bergmann,** who retired Aug. 31 after 38 years' service. Mr. Cafarella's successor is **H. J. Blackburn,** foreign freight agent, Chicago, who in turn is replaced by **J. H. Chronister,** sales representative, Chicago. **A. C. Hancock,** district sales manager, Charlotte, N.C., transferred to Pensacola, Fla., to replace **G. A. Morgan,** who retired Aug. 31 after more than 48 years of service. **F. V. Byrd,** sales representative, Atlanta, Ga., replaces Mr. Hancock, and in turn is succeeded by **G. F. White,** steno-clerk.

L. A. Thomas, vice president and general manager of Frisco's subsidiary **Quanah, Acme & Pacific,** promoted to assistant general manager-staff of the parent company, with headquarters at Springfield, Mo. **L. A. Elliott,** assistant secretary and assistant treasurer of the parent company, succeeds Mr. Thomas as vice president-secretary-treasurer and auditor.

J. F. McCartney named attorney. He was formerly associated with **Interco Incorporated.**

GREAT NORTHERN.—C. G. Nelson appointed electrical engineer—system, St. Paul, Minn., succeeding the late **R. J. Turk.**

J. S. Frost
IC

John G. German
MP-T&P

ILLINOIS CENTRAL.—Bryan D. Venable, who became superintendent motive power, Chicago, in June, promoted to general superintendent motive power there, to succeed **John A. Welsch,** who retired Sept. 1 after a half-century of service. **James I. Danielwicz,** chief car inspector, Chicago, appointed general superintendent of the car building shop, Centralia, Ill., succeeding **Hugh H. Young,** retired. **James L. Campbell,** general car foreman, Centralia, named superintendent of the car shop.

C. A. Larsen, general freight traffic manager; **D. B. Sweeney,** general coal traffic manager; **P. A. Webb, Jr.,** freight traffic manager, and **J. S. Frost,** director of industrial development, named assistant vice presidents. Messrs. Larsen, Sweeney and Frost will continue to make their headquarters at Chicago and Mr. Webb will remain at New Orleans.

ILLINOIS TERMINAL.—Raymond Yates appointed assistant superintendent of transportation, St. Louis, succeeding the late **W. L. Jayne.**

Larry L. Manning named general agent, Atlanta, Ga., succeeding the late **Leonard E. Smith.**

MILITARY TRAFFIC MANAGEMENT & TERMINAL SERVICE.—Army **Col. Norman H. Gold** named chief, office of field assistance, Bailey's Crossroads, Va. Col. Gold was formerly deputy commander, U.S. Army Aviation Material Command, St. Louis.

Navy **Capt. Scott K. Anderson,** director of personal property traffic, retired Sept. 2, after 25 years of service.

MILWAUKEE.—Hubert I. Lindblom, general agent, passenger department, Minneapolis, advanced to assistant general passenger agent there, succeeding **Donald G. McMillan,** retired. Mr. Lindblom's successor is **Gordon D. Landahl,** city passenger agent, Minneapolis. **William J. Kohl,** assistant general agent, St. Paul, promoted to general agent,

passenger department there.

MISSOURI—ILLINOIS.—Wallace W. Page, general agent, Pittsburgh, Pa., retires Sept. 30, after more than 49 years of railroad service.

MISSOURI PACIFIC-TEXAS & PACIFIC.—John G. German, chief mechanical officer, promoted to assistant vice president-engineering (RA, Sept. 5, p. 35). Mr. German will coordinate all engineering activities on the system, bringing together the Mechanical and Engineering Departments. **E. E. Dent,** mechanical superintendent, Northern and Central districts, Kansas City, Mo., advanced to superintendent of motive power, St. Louis. Mr. Dent's successor is **H. M. Doan,** mechanical superintendent, Gulf district, Houston, who in turn is replaced by **J. W. McCaddon,** terminal master mechanic, St. Louis Terminal division, St. Louis. **R. E. Larkan,** assistant master mechanic, Little Rock Terminal division, North Little Rock, Ark., replaces Mr. McCaddon, and in turn is replaced by **J. W. Dent. J. H. Webb** appointed master mechanic, Louisiana division, Arkansas division (Little Rock to Texarkana, Gurdon to El Dorado, Bald Knob to Memphis), and Union Railway Co., with headquarters at Little Rock, Ark. **C. H. Cavinee** named master mechanic, Dallas-Ft. Worth Terminal division, Ft. Worth, Texas. **M. E. Wright** becomes assistant general superintendent rules and safety, Longview, Tex.

NEW YORK CENTRAL.—Frank B. Ivers, administrative assistant to the passenger sales manager, appointed assistant passenger sales manager, Chicago.

J. A. Robert Smith, district freight salesman, Montreal, Que., appointed assistant manager, Flexi-Van sales and service, New York.

Ernest W. Kruppenbacher, assistant manager of mail traffic, New York, appointed manager of mail and express traffic there. **William E. O'Reilly,** assistant manager of express traffic, named assistant manager of mail and express traffic. **Justin E. Garvin,** mail and express traffic agent, Cleveland, appointed assistant manager of mail and express traffic there.

John J. O'Brien, assistant director of passenger train operation, New York, appointed manager of passenger train operation there. **John F. Dilger,** assistant supervisor of passenger transportation, appointed supervisor, Flexi-Flo Terminal, Big Four Yard, Avon, Ind.

Paul E. Kenney appointed superintendent of standards and controls, dining and sleeping car service, New York. He was formerly superintendent food standards and control.

Matthew Scavarelli appointed superintendent of labor relations, dining and sleeping car service, New York. **Robert W. Lang,** terminal superintendent, Charleston, W. Va., appointed superintendent of freight transportation, Syracuse, N.Y. **Kenneth J. Tomasevich,** assistant transportation superintendent, Fairlane, Ohio, appointed transportation superintendent, Michigan Division, Jackson, Mich. **John A. McConnell,** transportation superintendent, **Pittsburgh & Lake Erie,** appointed superintendent, Illinois Division, NYC, Indianapolis, Ind. **William H. Hinderer,** transportation superintendent, appointed terminal superintendent, Charleston, W. Va.

NORFOLK & WESTERN.—Charles W. Cookes, trainmaster, Bluefield, W. Va., appointed superintendent, Norfolk Division, Crewe, Va., succeeding **Joseph R. Neikirk,** transferred.

Franklin D. Perry, assistant to the dean, college of business, Virginia Polytechnic Institute, has joined N&W's Industrial Development Department as industrial agent.

PITTSBURGH & LAKE ERIE.—Gerald E. Maas, superintendent, Illinois Division, **New York Central,** appointed general superintendent, P&LE, Pittsburgh. **William D. Carnahan,** trainmaster, Pittsburgh, appointed transportation superintendent there, and has been succeeded by **Robert J. Wehrle. Lester E. Gray** named trainmaster, McKees Rocks, Pa.

RICHMOND, FREDERICKSBURG & POTOMAC.—James T. Rice, assistant comptroller, named comptroller, Richmond, Va., succeeding **J. A. Stanley, Jr.,** who has resigned to accept a position with another railroad.

ROCK ISLAND.—Carl E. Keipper appointed regional manager—trailer services, Cleveland. Mr. Keipper was formerly director of national accounts, Mason and Dixon truck lines, Chicago.

SANTA FE.—M. R. McMillan named right-of-way agent, Los Angeles, to replace **G. L. Muchow,** appointed valuation engineer there.

SEABOARD.—Josiah A. Stanley, Jr., named to the newly created post of assistant vice president and assistant comptroller, Richmond, Va. Mr. Stanley was formerly comptroller, **Richmond, Fredericksburg & Potomac.**

SOUTHERN.—Rodney F. Jackson appointed sales representative, New York.

SOUTHERN PACIFIC.—George W. Heuermann appointed assistant vice president of traffic, San Francisco, effective Oct. 1, succeeding **Franklin E. Kriebel,** recently promoted to vice president of traffic. Mr. Heuermann was formerly general traffic manager of SP's subsidiary, **St. Louis Southwestern (Cotton Belt).**

SOUTHERN WEIGHING & INSPECTION BUREAU.—Edgar R. Alley appointed assistant manager, Atlanta, Ga., succeeding **H. A. Carroll,** who is retiring Oct. 1, after more than 48 years with this bureau.

TEXAS & PACIFIC.—Opal D. Bates, freight traffic manager—rates, Dallas, Tex., retires Sept. 30 after over 48 years with the T&P.

UNION PACIFIC.—Donald E. Ingman, assistant freight traffic manager, appointed manager of trailer traffic, Omaha. **C. W. Mallett,** assistant general freight agent, Omaha, named general freight agent (rates), Chicago. **John W. Markert,** chief clerk freight department, becomes general freight agent (rates), New York. **Arthur H. Clark,** general traffic agent, Fresno, Calif., named general freight agent, San Francisco. **Daniel R. Sheehan,** perishable freight agent, Chicago, appointed general traffic agent, Fresno. **Eugene K. Waldmann,** chief rate clerk, named assistant general freight agent (rates), Omaha. **Daniel E. Miller,** chief clerk freight rate department, advanced to assistant general freight agent (rates), Portland, Ore. **H. C. Dunfee,** assistant traffic manager, becomes assistant traffic manager (rates), San Francisco. **Nicholas J. Meis** appointed general traffic agent and **Richard E. Hautzinger,** traffic manager, both at Salt Lake City, Utah.

WESTERN MARYLAND.—Virgil D. Cain appointed tie solicitor and inspector, Baltimore, Md., effective Aug. 3, to succeed **John E. Fallen, Jr.,** who will retire Sept. 30.

Industrial Traffic

The transportation and distribution department, **Boise Cascade Corp.,** has been reorganized and all rate activities centralized in Boise, Idaho, according to an announcement by **Frank L. Sigloh,** transportation and distribution director. **Charles G. Wise,** eastern region traffic manager, and **Harley J. Shelley,** traffic manager—rates, both named transportation and cost analysis managers at Boise, reporting to **Robert W. Walters,** assistant to director of transportation and distribution. The central and eastern traffic offices will be combined into a single eastern office in Minneapolis, Minn., for operations east of Denver. **David Berg,** central traffic manager, named eastern traffic manager. **James Thompson** appointed assistant eastern traffic manager, and **Edward Tauge,** manager—traffic analysis. The western and intermountain

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traffic offices, have been combined into a single western office in Portland for operations west of Denver. **Harvey Fisher** named western traffic manager; **Gerald Bundy,** assistant western traffic manager; and **William Jones,** manager—traffic analysis. **James B. Mitchell** has joined Mr. Sigloh's staff as administrative assistant.

H. Lee Huffman, southeast traffic manager, **United States Gypsum Co.,** has been appointed traffic manager, Southern Division, Atlanta, Ga. **Howard Coleman,** assistant southeast traffic manager, appointed assistant traffic manager, Southern Division, Atlanta. **Forrest L. Davis,** assistant southwest traffic manager, appointed traffic manager, Southwest Area, Dallas, Tex., reporting to Mr. Huffman. **Reynold L. Sandberg,** southwest traffic manager, Dallas, appointed assistant traffic manager—research, General Traffic Department, Chicago, with responsibility for corporate physical distribution research and analysis.

John H. King has been promoted to general traffic manager, **Georgia-Pacific Corp.,** Portland, Ore. Mr. King was formerly western traffic manager and acting general traffic manager.

Carl F. Breidenstein, assistant traffic manager, **California Packing Corp.,** San Francisco, Calif., has been named general traffic manager, succeeding **P. Steele Labagh,** retired.

John J. Archer has been appointed transportation executive, **American Paper Institute,** New York, succeeding **William R. Settgas,** retired.

H. Bruce Reaves, Jr., has been named general traffic manager, **National Screw & Manufacturing Co.,** Cleveland. Mr. Reaves has held executive transportation posts with Corning Glass Works and Pittsburgh Plate Glass.

Richard W. Bledsoe, former commercial agent, **Central of Georgia,** has been named regional transportation manager, **L. B. Foster Co.,** Atlanta, Ga.

Daniel Twomey has been named supervisor of rates and routings, **Celanese Corp.,** New York. Mr. Twomey was formerly with the **Texas & Pacific** in Dallas, prior to which he was with the **Illinois Central** and **Canadian National.**

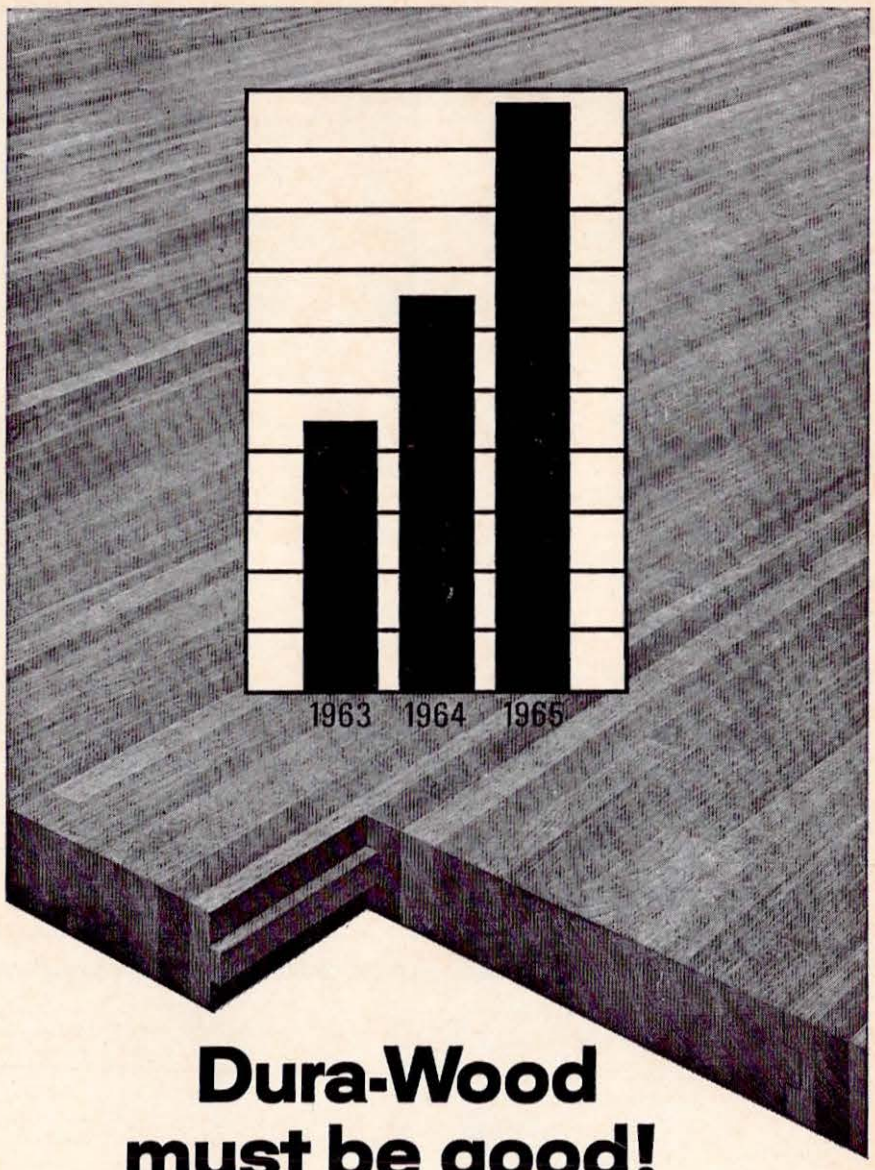
The corporate purchasing and transportation departments of **Olin Mathieson Chemical Corp.,** New York, have been consolidated under **C. H. Vescelius,** newly appointed director of purchasing and transportation. Mr. Vescelius was previously director of transportation.

Walton H. Rice, manager of services, **Armco Steel Corp.,** Houston, Tex., has been named traffic manager, **Dundee Cement Co.** at the new Clarksville, Mo., plant.

H. A. Harrington, assistant traffic manager, **Carborundum Co.,** promoted to traffic manager, succeeding **Karl Wright,** retired.

Supply Trade

Polytron Co. of Richmond, Calif., has extended sales and distribution of its polyurethane foam systems and equipment with two new offices. **James Rohrs** is area manager of the new office at 9312 Franklin Ave., Franklin Park, Ill., which serves Wisconsin, Minnesota, northern Illinois, north-



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Carl E. Tack
ASF

Frank J. Thomas
Aeroquip

Clarence E. Allen
Aeroquip

William B. Bley
Aeroquip

ern Indiana, and western Michigan. **Anthony Gerdes** supervises the new office at 7007 Gulf Freeway, Houston, Tex., which serves Texas, Oklahoma and Louisiana.

Carl E. Tack has been named vice president of product planning and development, **American Steel Foundries. Louis D. Davis** has been named director—product engineering, Chicago.

Frank J. Thomas has been advanced to assistant to marketing manager of railroad sales, **Barco Division, Aeroquip Corp.**, Barrington, Ill. **Clarence E. Allen** has been appointed western regional manager of railroad sales. **William B. Bley** has been named eastern regional manager of railroad sales.

Richard P. Pingeton appointed district sales manager, Pittsburgh territory; **John C. LaFave** named district sales manager, Houston territory; and **Austin Forward** appointed sales engineer, Northwestern states.

Donald E. Aylward and **Robert G. Farrar** have been named assistant to the general manager of transportation, and superintendent of transportation, respectively, in the freight car division of **General American Transportation Corp.**

Harry E. Greenwood, Jr. has been appointed general sales manager of both the materials handling and contract manufacturing divisions, **Pacific Coast Engineering Co.**, Alameda, Calif.

Richard H. Stackhouse, executive vice president and manager of sales, **Grabler Manufacturing Co.**, Cleveland, Ohio, has retired from those positions. He will continue his association with Grabler in managing sales of the newly formed Commercial Castings Division of the Cleveland plant. **John H. Wilcox** has been promoted to assistant manager of sales. **Earl H. Van Galder** has been appointed manager, Minneapolis branch, succeeding Mr. Wilcox. **James Driscoll**, sales representative, Chicago, has been promoted to assistant manager, Chicago branch.

William M. Hickey has been elected chairman of the board of directors of **True Temper Corp.**, Cleveland, Ohio.

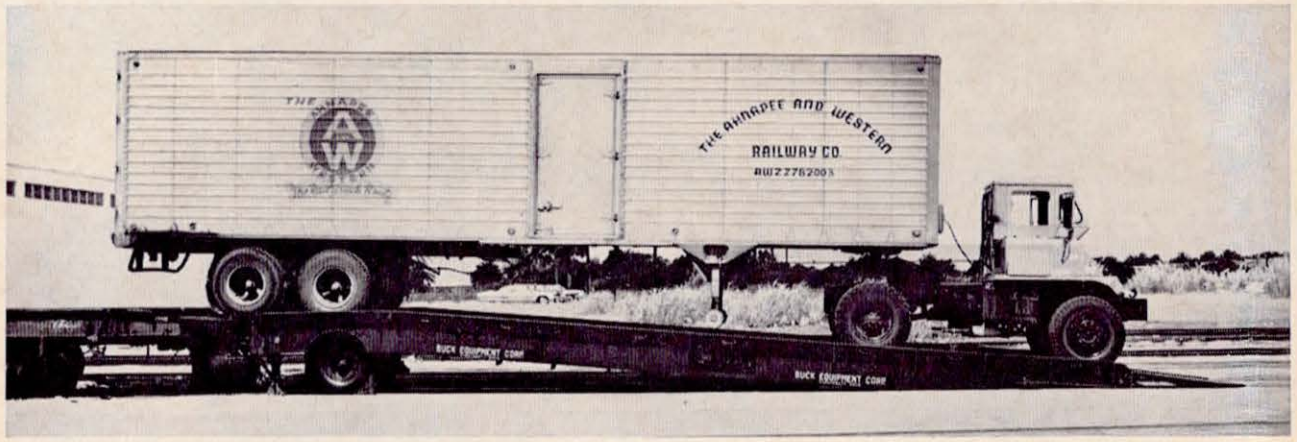
Joseph K. Lynch has been appointed to the newly created position of senior sales engineer—transportation products, **Vulcan Materials Co.** at Birmingham, Ala.

Current Publications

FREIGHT COMMODITY STATISTICS, CLASS I RAILROADS IN THE UNITED STATES, for the year ended Dec. 31, 1964, prepared by the Bureau of Accounts, Interstate Commerce Commission. 22 pages. For sale by the Government Printing Office, Washington, D.C. 75 cents.

Summaries included are for the United States (all districts), Eastern District, Pocahontas Region, Southern Region, and Western District. Data for individual roads are not included. Under the terms of the Commission's order of Dec. 16, 1964, individual commodity statistics reports filed by Class I railroads for calendar year 1964 are not open to public inspection. This provision precludes publication of individual carrier data.

MEGALOPOLIS UNBOUND; THE SUPERCITY AND THE TRANSPORTATION OF TOMORROW, by Senator Claiborne Pell. 233 pages, illustrations. Frederick A. Praeger, 111 Fourth Ave., New York, 10003. $5.95.



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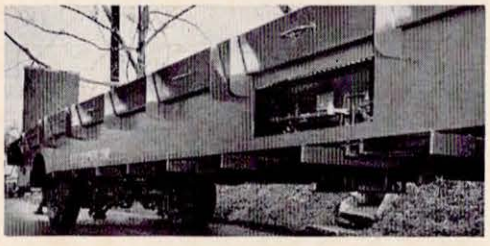

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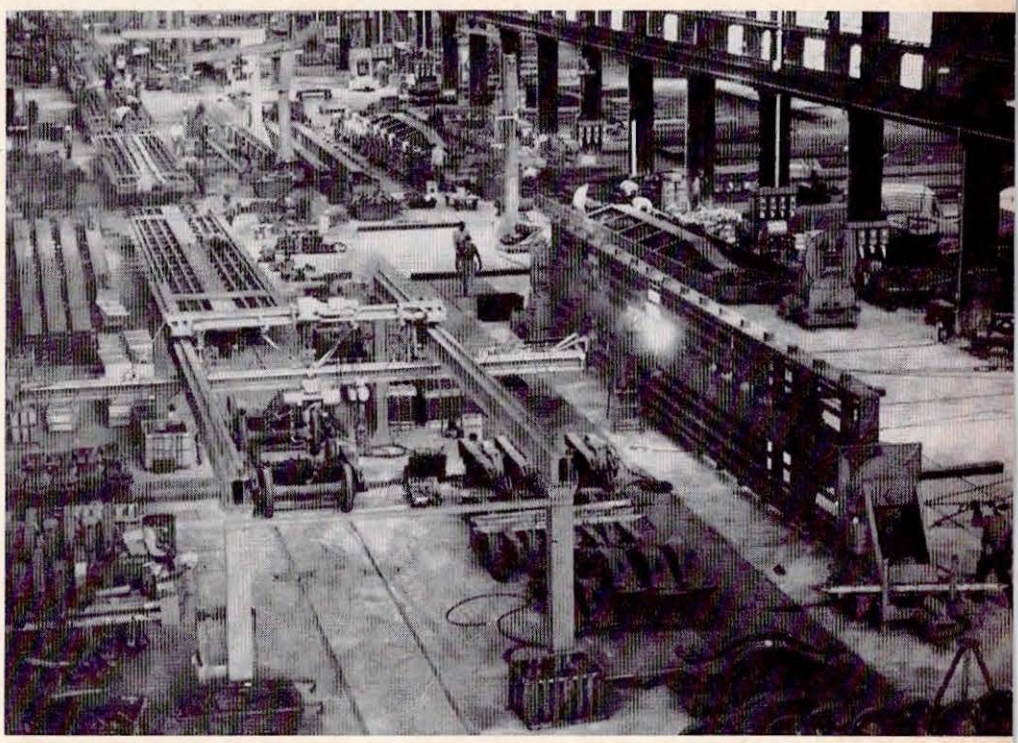
VACANT SHOP provided space for expansion of P-S carbuilding capacity; plant previously produced parts and made repairs.

P-S car-building capacity up 25%

Hammond starts car production; other facilities expand.



PRODUCTION LINE now extends 965 feet through newly rehabilitated building; parallel track is presently used for fabrication of subassemblies for the cars.

Ninety days ago, one building of Pullman-Standard's Hammond, Ind., facility, a major supplier of miscellaneous car parts and a repair shop for TTX cars, was lying idle.

After laying out a 965-foot production line, pouring 77,000 square feet of cement, imbedding two tracks and installing jigs and fixtures, the unused plant was back in operation. On September 9, P-S finished the first new car turned out at Hammond since early 1937. The unit was a 60-foot, 70-ton general purpose flat car, part of a Trailer Train order for 300.

● **Work to continue.** Since early June, when Pullman-Standard announced it would resume production at Hammond, orders had been received to assure a rising level of production through 1967. Starting out with 200 employees in July, the company now has 650 workers. It is believed this number will increase substantially in 1967. The plant, it is expected, will be turning out four cars daily before the end of September and go to eight cars daily in November.

"All the company's freight car plants," said Pullman-Standard's vice president and general manager, George L. Green, "are operating full tilt to cope with the shortage of rolling stock caused by record economic expansion and aggravated by the Viet Nam war effort. Reactivation and expansion of P-S plants this year has already resulted in an outlay of $8 million.

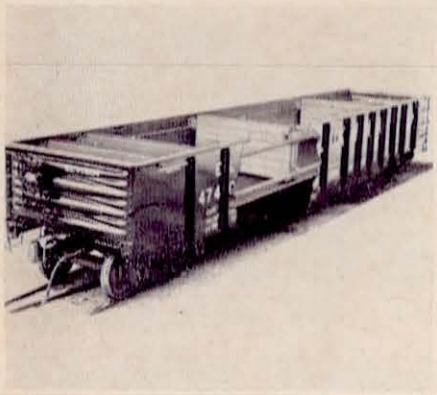
● **Good decade ahead.** "Our overall plant capacity has risen by 25% from 1964. At Butler, Pa., capacity has risen 50% over the last two years. We see a continuing need for new freight cars for the next ten years if the railroads are going to use the new technology necessary to remain competitive and meet the demands of the country's shippers."

"This expansion is not the culmination of a crash program, but rather a result of our extensive market research and planning for an industry that we consider a growth business."

With the final quarter of the year at hand, Green forecast that the railroads, for all 1966, would spend a record of $1.5 billion to place more than 100,000 new and rebuilt cars in service. At the same time, they would be retiring 80,000 cars.

"For us at Pullman-Standard," Green said, "this will be the most productive year in our history." ■

NEW **PRODUCTS** REPORT



Gondola Bulkhead (RA-1)

Swinging and binding are said to be minimized while new Greenville bulkhead is being positioned in a gondola. Unit rolls on two rails, one on each side of car, on four rollers which track bulkhead while it is being positioned and locked against lading. Bulkheads are faced with 3/16-in. steel sheets which can be covered with 2½-in. oak planks to absorb shock and further protect lading, says the manufacturer. *Greenville Steel Car Co.*

Steel Strapping (RA-2)

Large-diameter pipe (30- and 36-in.) rides as a unit on a flat car from Houston, Texas, to Tampa, Fla.—1,100 miles—strapped with Super Hiflex, a cold-rolled steel strapping which is interlaced between pipe sections in a pattern that prevents slippage. Paper wrapping protects pipe for use in construction of underground loop to parallel existing trunk line between Tampa and Miami. *Brainard Safe-Ty Strapping Div., Sharon Steel.*

Cargo Heater (RA-3)

The PCH-56 Caban cargo heater for over-the-road vehicles is said to have proved most effective in commodity protective service. The heater has an output of 30,000 Btu and is thermostatically controlled. It is placed on the floor of a trailer with the front of the unit facing the trailer doors. Adjustments are made through an opening on front of the heater. Fuel consumption of the propane-fired unit is 0.30 gallons per hour. *Vapor Corp.*

Container System (RA-4)

The Couplable Container System consists of two containers, each 20 ft long, 8 ft high, and 8 ft wide, and their matching bogies and chassis. The units can be operated singly, or coupled to form a 40-ft trailer or container on a flat car, and finally stacked for sea or air transport either in 20- or 40-ft lengths. Track angles on the specially designed chassis make the containers fully compatible with the Flexi-Van system. Corner fittings are used to securely couple, lift and handle them. Panels and extrusions are prepainted aluminum. The prepainted surface is said to withstand weather, abrasion, road salts, and other corrosive elements. The porcelain-like finish is also reported to minimize electrolytic action where aluminum comes in contact with steel components. Washing with mild soap and water maintains the luster. The containers are said to reduce handling costs, reduce damage to cargoes, lower insurance rates, and speed deliveries. The 20-ft units meet all requirements of the American Standards Association and the International Organization for Standardization. *Fruehauf Corp.*

Radio Crane Control (RA-5)

Components of the new GE remote radio control system for overhead cranes can be supplied to fit any existing system. The 5-lb transmitter is contoured to be worn around waist of crane operator. Nickel-cadmium batteries which power transmitter operate continuously for 24 hr. Spare battery pack accompanies unit for use while first pack is charging. Checking circuits in Directo-Matic II circuit reject extraneous signals. *General Electric.*

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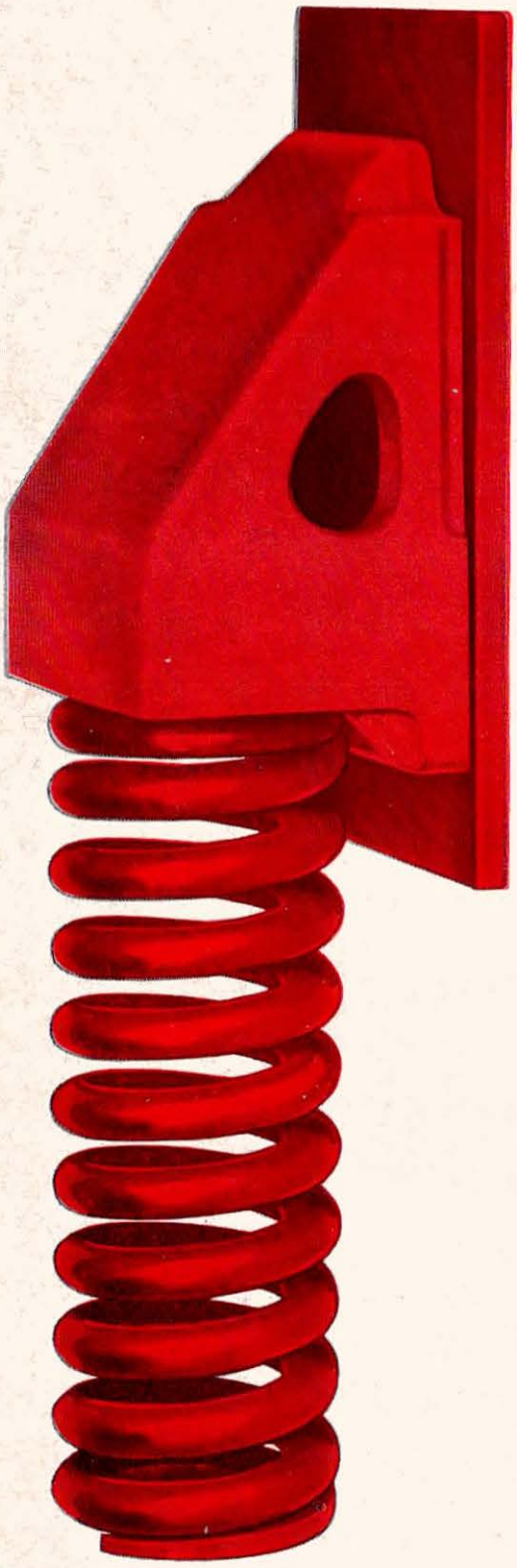

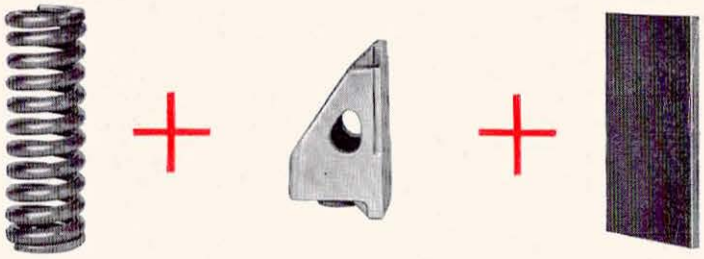

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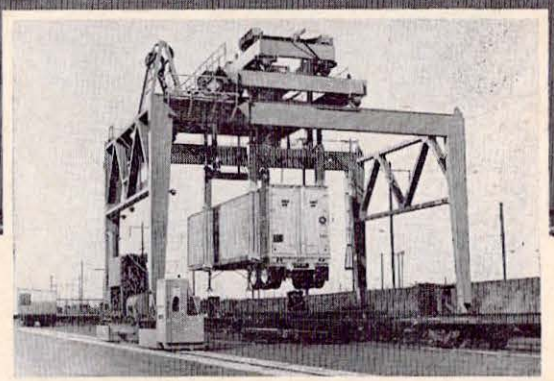

This 50-ton gantry crane was designed and built by Southern Iron. Unique features of the crane include an all-hydraulic, fail-safe system; telescopic grappling arms; 15° load rotation; a high speed cycle and low maintenance. Write or call for illustrated brochure.

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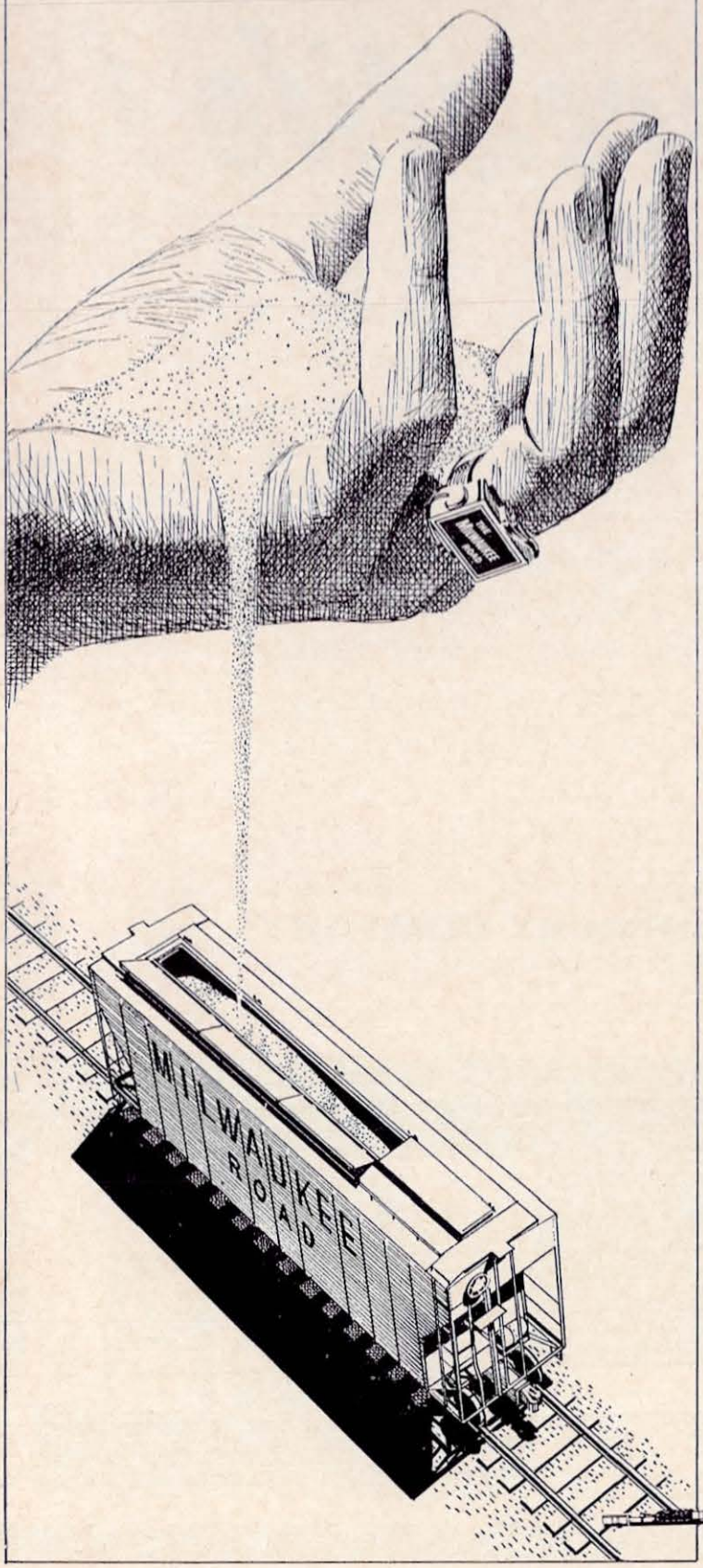

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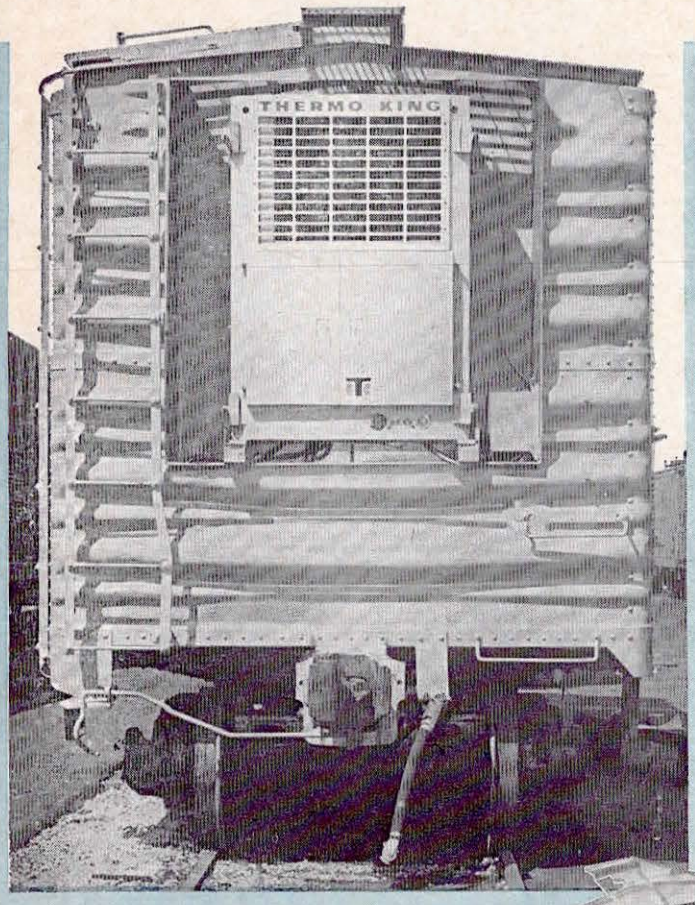

- Increases interior length from 33′ to 38′ to add 274 extra cubic feet in 40′ ice cars.
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- All components specially built for roughest transport conditions.
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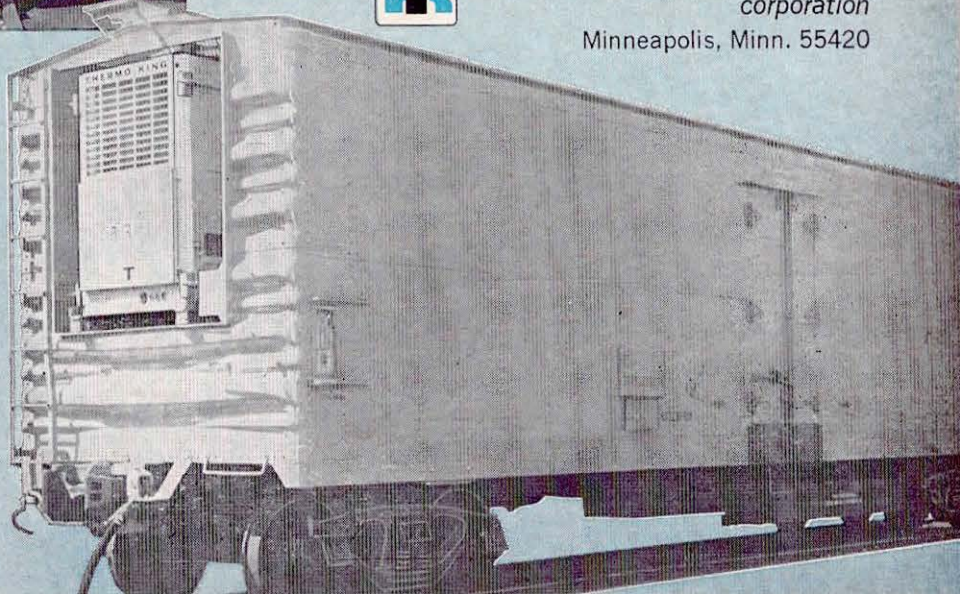

Almost any lading and car need this extra margin of cushioning safety.

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The Hydra-Cushion Underframe does not depend solely on hydraulics. It combines hydraulic with mechanical cushioning action.

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Shippers who use Hydra-Cushion equipped cars know their lading gets an extra margin of cushioning safety. Railroads know their investment's protected to the fullest.

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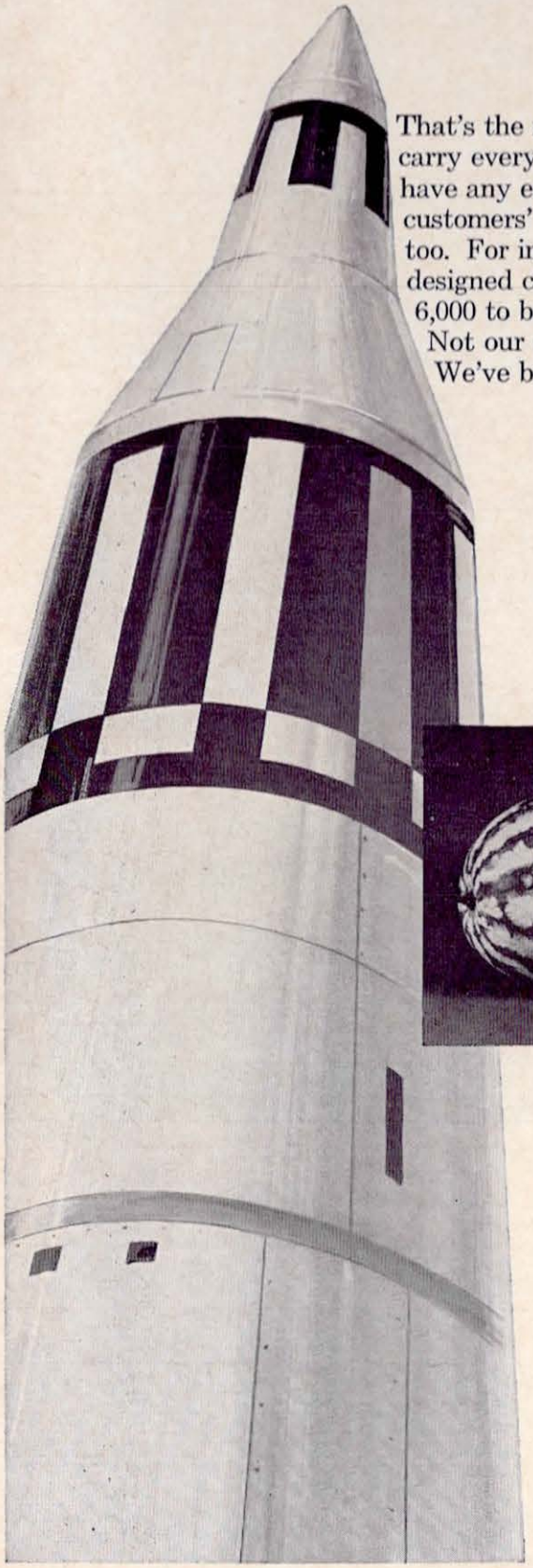

That's the reason we have freight cars in every size and shape. To carry everything from melons to missiles. So, more than likely, we have any equipment you want. Because we try to anticipate our customers' needs. Plan so we can meet them. We go for challenges, too. For instance, one of the industries we serve needed a specially designed car. A hopper with a cover. So we had some built. 6,000 to be exact. Who says railroads don't custom-fit services? Not our customers.

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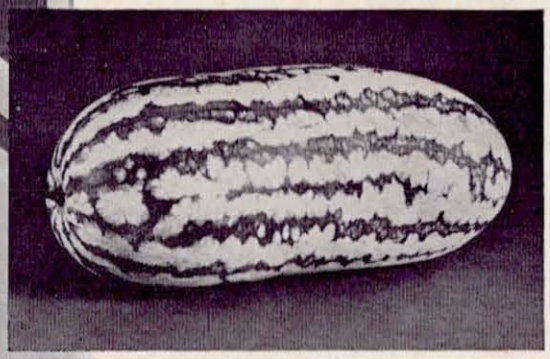

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NYC officially opens new Niagara Yard

A new yard at Niagara Falls, N.Y., described as "one of the most modern of its size in Canada and the United States," was formally christened "Niagara Yard" last week by Alfred E. Perlman, president of the New York Central.

The ceremonies at Niagara Falls included cutting of the traditional ceremonial ribbon — which had been stretched across the tracks at the entrance to the new yard's 1,518-car capacity classification section—and the breaking of a bottle filled with water from the famous falls.

The sprawling new yard has a high-capacity classification section that will be able to handle 1,000 cars per day. Perlman explained: "Improved terminal control such as we now have at Niagara Yard, is the essential ingredient of efficient terminal operation."

The Niagara Yard is part of the Central's $600 million modernization program begun in 1954 to improve freight car utilization and reduce terminal delays.

Improving service

Calling Niagara Yard a new tool in this "Quiet Revolution" in rates, equipment and services, Perlman added that the NYC is striving to give shippers in Canada and the United States the best service at the lowest cost.

"The New York Central," he said, "has been making itself ready to meet the economic, competitive challenges of an ever-changing world." And he added that "we are confident that Niagara Yard will help us in this task."

At a luncheon held after the formal dedication, President Perlman presented James L. Conway, clerk in the Niagara Falls Yard office, with a $25 savings bond, the prize for winning NYC's "Name the Yard" contest.

The new yard will handle operations formerly performed at the old Suspension Bridge Yard as well as those at Lockport Street Yard and South End Yard, both of which have been removed as part of the Central's relocation project.

The new facility, covering 175 acres and stretching for two and one-half miles, took over two years to build and cost $9,000,000. It has a total of 52 tracks with a capacity of 2,355 cars, broken down in three major areas: Receiving and Departure Yard, 7 tracks, 569 cars; Classification Yard, 29 tracks, 1,518 cars; and a Hold Yard of 16 tracks and 268 cars.

Among the supporting structures and facilities included in the new yard are the yard office, housing headquarters of Trainmaster D. P. Dwyer and Freight Agent Richard Jamieson; the yardmaster's control tower, 40-feet high; a "high-top" freight car repair shop; a diesel service station; a machine shop, auto dock, car cleaning track, and scale track.

Handling 7,000 cars per week, with 11 inbound and 12 outbound trains per day, plus local deliveries, the new yard interchanges with the Canadian National-Grand Trunk, Erie-Lackawna, Chesapeake & Ohio and Lehigh Valley railroads, and serves 28 local industries through interchange with the Niagara Junction Railway. ■

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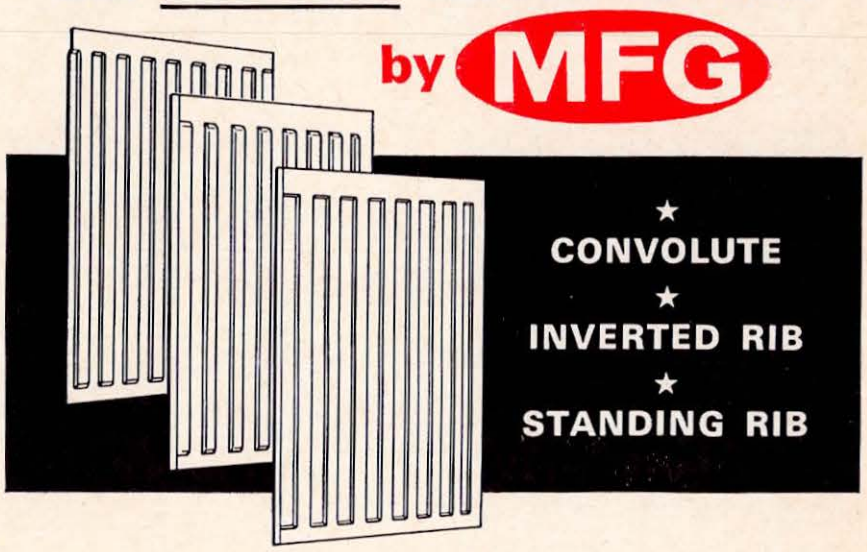

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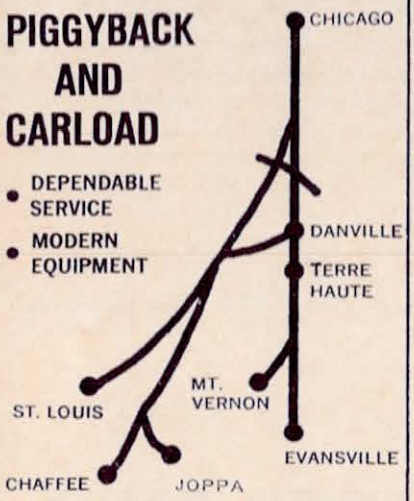

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WATCHING WASHINGTON

A SHORTAGE OF CARS AND TAX CREDIT—The 20,000-member National Association of Shippers Advisory Boards has voiced its deep concern—along with the railroads and others—over President Johnson's proposed suspension of the 7% investment tax credit. In a letter to Rep. Wilbur Mills and members of his House Ways and Means Committee, the NASAB urges further liberalization of the tax credit—rather than suspension—to permit the railroads to build up their car and locomotive fleets to head off serious equipment shortages. "The national car shortage is in large measure attributed to lean over-all earnings and limited capital to invest in additional cars and motive equipment," the NASAB letter stated. "However, while a general freight rate increase might temporarily provide the carriers with more working capital, it would have definite and far-reaching inflationary tendencies and would seriously threaten the slow uphill progress being made by the railroads. Therefore, it seems to us to make good sense to retain the investment tax credit which would enable the railroads, without boosting their revenues, to increase their total car fleets and motive equipment in amounts at least sufficient to catch up with the nation's economic growth."

PER DIEM LAW IS NO CURE—In their letter to Congressman Mills the shippers underscored the point that the recently enacted per diem bill, which gives the ICC the power to increase car rentals, isn't going to do much to ease the continuing car shortage. "We know of no proponent or opponent who actually expects the new law to bring about any significant increase in over-all car ownership; rather they view it as a means of effecting changes in distribution patterns among individual lines." NASAB points out that the new law is a long way from implementation, and that the Commission's rule-making proceeding (ExParte 252) to consider the level and the intricacies of applying an added per diem charge, has not even reached the prehearing conference stage—and probably won't for many months. "We therefore earnestly hope that members of your committee will definitely not—particularly at this critical time—look upon passage of the per diem bill as in any way being responsive to the immediate and pressing needs of the nation's shipping public for more freight cars to move their goods to market," the letter added.

Among other mail to the Ways and Means Committee urging that the investment tax credit not be suspended was a message from the Transportation Association of America. TAA President Harold F. Hammond said the common carriers must continue their plans for expansion and technological development, and if they are forced to borrow additional investment capital it will, in turn, necessitate higher charges to the public.

BUSY DAYS AT THE ICC—Although a number of examiners were away on vacation during August, the ICC still managed to set a record for the month in the number of cases closed—1,144—highest in the Commission's history. It was a 67% increase over the number of closings in August last year. The Commission attributed its good production record to revised procedures for handling certain applications.

HEAVY LOAD OF TRUCKING CASES—Of the total number of cases (7,948) on the Commission's docket as of Aug. 31, motor carrier operating authority cases made up 85.5% of the caseload. Trucking cases are up 28% over a year ago. Despite the heavy backlog of cases, most of those in the Commission's filing cabinets are not just lying around collecting dust. Some 54% of all pending cases are less than six months old, and 40% of the entire caseload is in the early stages of legal proceedings, awaiting basic initial action by the parties or processing by the Commission.

(Walter Taft is on vacation. In his absence this column is being written by other members of the staff.)

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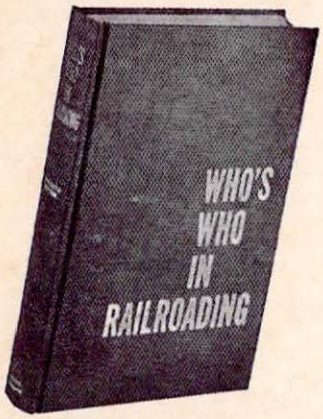

WHO'S WHO IN RAILROADING
IN NORTH AMERICA

Here is the most recent printing of a standard volume, the "Blue Book" of the North American railway industry. It contains approximately 6,000 entries, of which over 1,500 are new. All entries carried over from the previous edition have been checked and revised to include promotions, transfers, and other important changes. The listings are authoritative, comprehensive, and alphabetically arranged for easy reference. In addition to railway executives, they include leaders in the railway equipment and supply industries, railway labor leaders, members of regulatory bodies, ICC practitioners, transportation economists, and specialists in railway finance.

Complete information is given for each biographee — present title (or position) and business address, home address, age, career (including railroad, professional, military), technical society memberships, public offices held, books and articles written, and much more. The detailed data contained in this unique volume will be widely used by all who have frequent contacts with the railway and railway supply industries.

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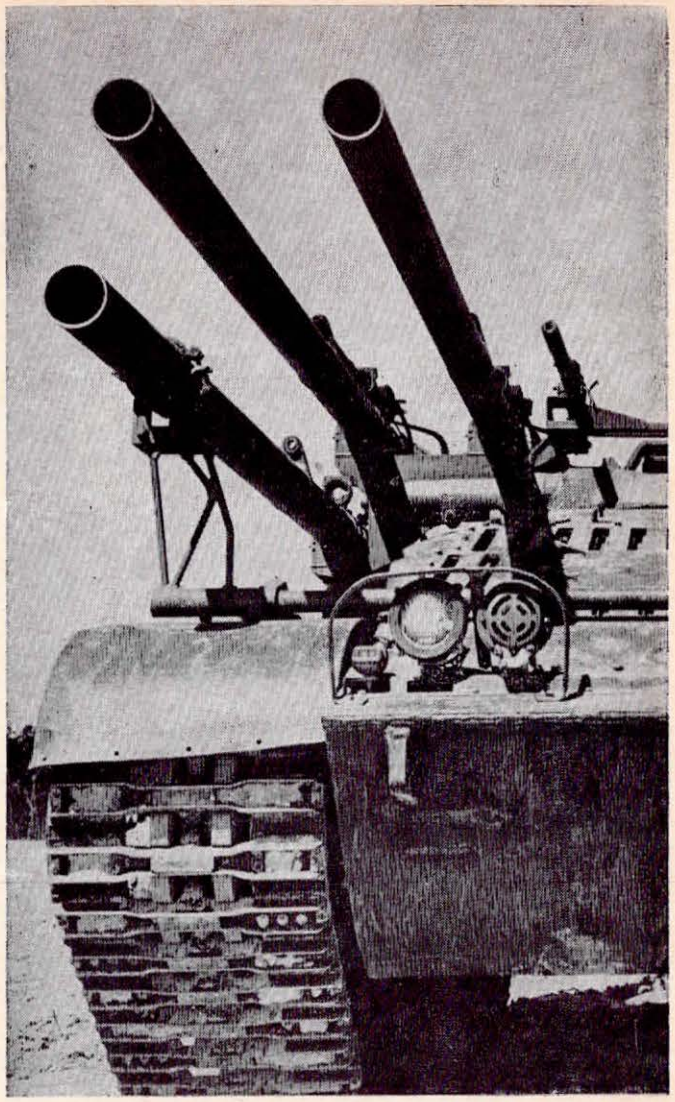

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MARKET OUTLOOK

Carloadings

Loadings of revenue freight in the week ended Sept. 17 totaled 616,312 cars, the Association of American Railroads announced on Sept. 22. This was an increase of 85,598 cars, or 16.1%, compared with the previous week; an increase of 33,338 cars, or 5.7%, compared with the corresponding week last year; and a decrease of 1,041 cars, or 0.2%, compared with the equivalent 1964 week. Ton-miles generated by carloadings in the week ended Sept. 17 are estimated at 15.2 billion, an increase of 9.4% above the corresponding week of 1965, and 10.2% above the 1964 week.

REVENUE FREIGHT CARLOADINGS
For the week ended Saturday, Sept. 17

District	1966	1965	1964
Eastern, including Allegheny and Pocahontas	248,584	228,443	248,104
Southern	114,061	113,787	115,264
Total Eastern and Southern Districts	362,645	342,230	363,368
Northwestern	94,647	86,946	95,510
Central Western	118,868	114,786	118,677
Southwestern	40,152	39,012	39,798
Total Western Districts	253,667	240,744	253,985
Total All Roads	616,312	582,974	617,353
Commodities:			
Grain and Grain products	53,648	50,418	54,564
Livestock	3,554	3,234	4,429
Coal	117,861	112,356	116,843
Coke	8,523	8,060	8,920
Forest Products	39,342	39,901	39,239
Ore	61,381	46,891	56,157
Merchandise l.c.l.	6,453	8,390	12,203
Miscellaneous	325,550	313,724	324,998
Sept. 17	616,312	582,974	617,353
Sept. 10	530,714	511,654	518,175
Sept. 3	613,477	593,390	596,969
Aug. 27	600,743	585,708	590,516
Aug. 20	592,411	590,119	578,851
Cumulative total, 37 weeks	20,910,309	20,645,181	20,163,596
Estimated revenue ton-miles (billions) 37 weeks	522.9	488.0	461.3

PIGGYBACK CARLOADINGS.—U. S. piggyback loadings for the week ended Sept. 10 totaled 20,702 cars, carrying 34,591 trailers, compared with 19,217 cars, carrying 29,040 trailers, in the corresponding 1965 week. Loadings for 1966 up to Sept. 18 totaled 787,979 cars, carrying 1,297,936 trailers compared with 698,868 cars, carrying 1,122,942 trailers, in the corresponding period of 1965.

IN CANADA—Carloadings for the ten-day period ended Aug. 31 (during which a nationwide railway strike began) totaled 73,382 cars, compared with 87,133 for the previous seven-day period, according to the Dominion Bureau of Statistics.

	Revenue Cars Loaded	Total Cars Rec'd from Connections
Totals for Canada		
Aug. 31, 1966	73,382	24,943
Aug. 31, 1965	114,820	31,983
Cumulative Totals		
Aug. 31, 1966	2,656,654	845,796
Aug. 31, 1965	2,560,498	832,459

FREIGHT TRAIN CARS

► *Illinois Central.*—Ordered 100 70-ton insulated box cars from General American Transportation Corp. at a cost of about $2 million. The cars will be equipped with cushion underframes, load dividers and 10-foot plug doors. The equipment, scheduled for delivery beginning in May, 1967 at the rate of 15 cars a day, is part of the railroad's earlier announced 1967 freight car program which provides for approximately $52 million of freight car equipment.

► *Louisville & Nashville.*—Authorized a $15,000,000 freight car rebuilding and modification program for 1967 calling for the rebuilding of 3,150 cars including 2,000 hoppers, 900 boxcars, 200 gondolas and 50 cabooses and 89 older cars modified for use in track maintenance work. The work will be done at the railroad's car shop at South Louisville, Ky., on a schedule of seven boxcars and eight gondolas per day beginning in January 1967, and 13 hoppers per day starting in April. L&N directors also authorized the rebuilding of 150 modified coke rack cars at South Louisville and the installation of industrial lead track to serve mining operations in Western Kentucky.

► *Maine Central.*—Is constructing 18 cars capable of carrying 60-tons of wood chips, the equivalent of about 30 cords of pulpwood, at the Waterville Shop to move wood chips from Cullerton, N. B., Canada, to the Old Town, Maine, mills of the Penobscot Company. Modified from steel box cars 50 feet long, the new chip cars will be 16-feet, 3-inches in height, with a capacity of 6,189 cubic feet.

PASSENGER CARS

► *Northeast Corridor Project.*—General Electric's Transportation Systems Division has received a multi-million dollar contract from the Budd Company to provide electrical propulsion systems for 25 of the 50 high-speed passengers cars ordered by the Pennsylvania. The modern, electrically-operated cars, will operate between Washington and New York under a two-year demonstration program sponsored jointly by the U.S. Department of Commerce and the PRR. The cars will be capable of speeds up to 160 mph. GE also supplied the propulsion systems for four Budd cars now being tested on a segment of line in New Jersey.

FOREIGN

► *India.*—December 15 is the deadline for bids for supply and erection of 25,000-volt, ac, electric traction overhead equipment, switching stations, and substations on approximately 850 miles of track on the Kanpur-Tundla section of the Northern Railway. Tender papers, containing all necessary details, may be purchased for $42 from the General Manager and Chief Engineer, Railway Electrification, 1 Acharyya Jagadish Bose Road, Calcutta 20.

► *Philippine National Railways.*—Has purchased 13 general purpose U10B diesel-electric locomotives from GE. The 54 metric-ton-units have a site engine rating of 1,050 gross horsepower providing 950 horsepower net input to the generator for traction. Running gear consists of two two-axle swivel trucks.

YOU OUGHT TO KNOW

PP&L adds third unit train: Pennsylvania Power & Light Company's third high-speed unit train—consisting of 105 custom-built, 100-ton hopper cars—increases to about three million tons annually the coal-carrying capability of company-owned equipment, according to Harlan J. West, PP&L's manager—power supply. The train will run on a non-stop, round-trip operation hauling coal from central Pennsylvania bituminous fields to two large generating plants.

Fines total $69,050: Thirty-six railroads were fined a total of $69,050 in August for 283 violations of the Safety Appliance, Hours of Service, Signal Inspection and Locomotive Inspection Acts. Heaviest fines were assessed against the Southern ($12,050) and the Pennsylvania ($10,450).

Off-season fares cut: For the fourth consecutive year, Santa Fe is reducing round-trip passenger fares during the off-season, Sept. 15 through May 15. First-class and coach tickets sold under the reduced fares will be good on all trains and on any day of the week; they're applicable between most points on the railroad. Average reduction will be about 20%.

Santa Fe grant for IIT: A $100,000 unrestricted grant to Illinois Institute of Technology by the Santa Fe Foundation, Inc., has been announced by Ernest S. Marsh, president of the Santa Fe. The grant will be used for the university's long-term development program which includes faculty additions and salary increases, undergraduate scholarships and graduate fellowships, equipment and other program resources, and new buildings.

New Institute supersedes ASA: American Standards Association, founded in 1918, has been replaced by the United States of America Standards Institute which will expand the program and accelerate the output of voluntary national standards serving the entire economy, said Harry E. Chesebrough, first president of the Institute and vice president-product planning & development, Chrysler Corp. Donald L. Peyton, managing director, added that the Institute will have broader representation, but will not be able to develop standards of its own. It will promote and accent the development of needed standards by appropriate, competent and accepted organizations. Standards approved by the new Institute will be designated USA Standards.

Better meat shipments: Canadian Pacific's fleet of mechanical refrigerator cars—designed to ship fresh, hanging meat — out-perform standard cars using the ice and salt method, said L. S. Vaines, CP chief supervisor of loss and damage prevention, perishable traffic and weighing. In the cars' mechanical units, which are semi-envelope types, the air is blown into a false ceiling, flows down side and end wall flues, and returns under the floor racks to the cooling coils. By maintaining proper temperature and reducing the air flow onto the cargo, dehydration and shrinkage during transit are negligible.

For editorial excellence: The Association of Railroad Editors' Distinguished Achievement Awards for 1966 went to the Pennsylvania, the Southern and the Missouri Pacific. Roads receiving merit awards were the Chesapeake & Ohio/Baltimore & Ohio; Elgin, Joliet & Eastern; Illinois Central and the Burlington. Joseph Shallit, editor of The Pennsy, was elected pres. for the coming year at the association's meeting in Phila. Sept. 15.

Physical distribution meeting: The National Council of Physical Distribution will hold its fourth meeting and educational conference in Montreal on October 18-19. Problems of mutual concern to American and Canadian business executives will be discussed during the two-day program. The subjects to be studied include international trade, containerization, long-range planning, corporate financing and warehousing.

Truck tonnage: Intercity truck tonnage in the week ended September 10 was 15.6% below that of the previous week, and 5.9% ahead of the volume in the corresponding week of 1965, according to American Trucking Associations.

Current statistics

Net Income	
6 mos., 1966	$431,000,000
6 mos., 1965	335,000,000
Carloadings, revenue freight	
37 wks., 1966	20,910,309
37 wks., 1965	20,645,181
Freight cars on order	
Aug. 1, 1966	59,694
Aug. 1, 1965	36,924
Freight cars delivered	
7 mos., 1966	51,053
7 mos., 1965	43,491
Serviceable cars	
Aug. 1, 1966	1,413,305
Aug. 1, 1965	1,397,026

LETTERS FROM READERS

College recruiting

University Park, Pa.

To the Editor:

The article on college recruiting (RA, July 18, p. 18) was very timely. In the years ahead, I am sure that transportation companies are going to find great need for college graduates trained in the new sophisticated techniques designed to aid management in business decision making. Such men are now becoming available, and companies which take advantage of their skills will be the ones which benefit.

The letters from students (RA, Sept. 12, p. 73) concerning summer apprenticeship employment were even more pertinent. For some years now, I have been trying to get summer jobs, between their junior and senior years, for our undergraduate majors in Transportation and Business Logistics. It seems to me that such a program should be mutually beneficial.

Certainly the student learns more by working for a transportation company than he would as a life guard. And the company should be able to make good use of the training he has already received, in addition to having made contact with a potentially valuable permanent employee.

At Penn State, we have about eighty students at the undergraduate and the MBA level, majoring in transportation in the College of Business Administration. We would welcome more opportunities to place them with transportation companies and industrial traffic departments for the summer months.

R. Hadly Waters
Professor of Transportation
Pennsylvania State University

Rail travel promotion

Chicago

To the Editor:

Your editorial comments in "But where are the trains" (RA, Sept. 12, p. 27) makes me wonder if you were really kidding. Surely you must be aware that you will not find rail travel being promoted almost any place in the U.S. these days. The little that is done is so neglible as to be almost ineffective.

As a lifelong Chicagoan, as a lifelong railfan and former rail employee, and as an airline public relations man I am saddened that railroads are not even promoted in the rail center of the country. After having stood up for the railroads for years, I have now virtually given up my support for rail transportation because most railroads do not

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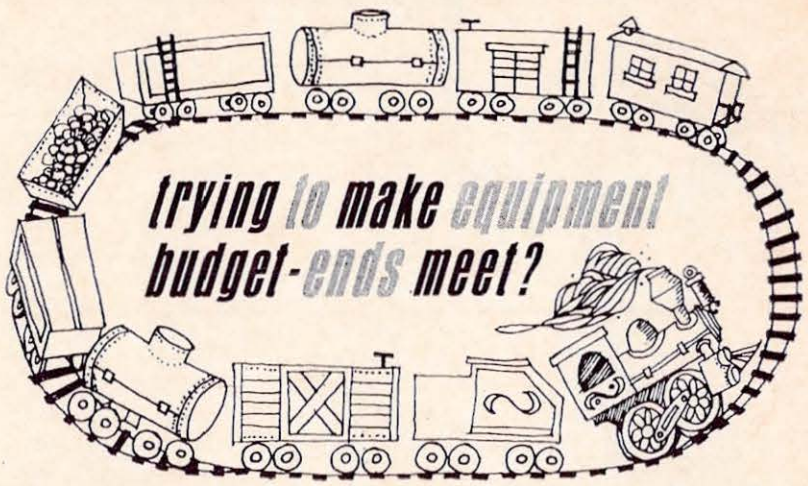

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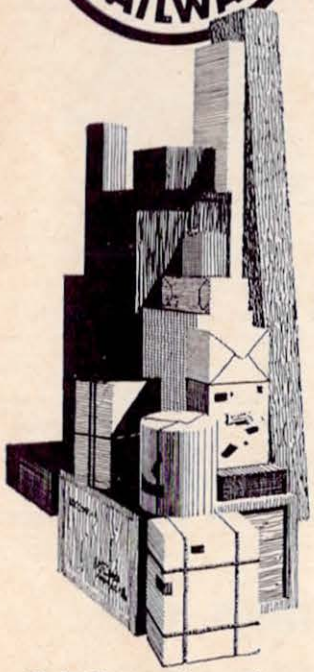

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have the courage to develop passenger travel.

In addition to lack of courage the railroads are way off the track in not realizing that many new markets are available today for passenger service which did not exist a few years ago—namely increased travel of foreigners to the United States. Most Europeans and Japanese are train riders and desire to travel the U.S.A. by rail, but of course the American railroads are virtually unknown to European travel agents who book their clients to the States. Worst of all, the American railroads are shamefully conspicuous by their failure to initiate a promotional fare in this country.

Europeans whom I've put aboard U.S. trains are generally shocked by dirty stations and much run down equipment. Except for a few roads, I no longer eagerly tell Europeans to ride trains in this country.

Probably the greatest mistake all the railroads are making today is their lack of appeal to youth. Train travel just is not "in" and therefore railroads are not "in" in the minds of the majority of youth today, for the rails seem too busy preparing train-off petitions to the ICC today instead of really adjusting to the times and once and for all realizing people judge railroads by passenger trains. There are few barge promoters among the general public, if you get what I mean.

As the leading journal of the railroad industry I must submit that Railway Age is doing a disservice to the industry by following the railroads in the lethargic state of passenger service. Railway Age should take the initiative to try and reach the minds of rail leaders in trying to restore American railroads to a place in our society which they themselves refuse to do.

My letter is written to you in a mood of deep dissatisfaction with railroad management in general, that they do not have enough personal pride in their profession to give the public what it is crying for in 1966.

As a public relations man I must admit that the rails' lack of staying in touch with the public's needs and desires in 1966 is going to continue to cost them dearly in supporters all across this land in the years to come. And that's a shame.

Joseph Zucker

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VIEWPOINT

The game of 'new economics'

One thing became awfully clear last week. Inflation-fighting is an imperfect science. No matter how plausible practitioners of "the new economics" make push-pull prosperity sound, most economists and businessmen just aren't buying the Administration's four-point formula for cooling the economy.

Suspension of investment tax credit, suspension of fast write offs for business building, easier money and a promise to reduce federal spending (just as defense outlays soared to record levels for this quarter) may add up to sound politics on election-eve, but they are hardly defensible economic moves in trying to contain inflationary pressures.

Wall Street reacted

One unmistakable judgment came Sept. 8. The stock market reacted to the Administration's proposals when it snapped upward after wallowing downward for several months. Some heralded the rise as a reflection of the restoration of business confidence in the economy—an opinion others regard as undiluted hogwash. The market reaction was an impressive indication to many that market analysts took one look at the Administration's anti-inflation program and immediately bet there would be a lot more inflation ahead. Professional Washington watchers are fascinated by the current discussion of inflation.

Economists made no great contribution to the hearings held by the House Ways and Means Committee at mid-month on the Administration's program. One charitably assumes they are reluctant to do the kind of fact-free analysis and promotion needed to support the program.

Witnesses for the Administration position? They seem inclined to talk about the need for controlling inflation, as though that clinches the need for the specifics supposedly under Congressional scrutiny. Witnesses appearing in opposition to part or all of the program somehow seemed to be in favor of inflation. Central to much of the testimony seemed to be the idea that political requirements can somehow bend economic common sense—history and economic experience nothwithstanding.

In this vein, it is interesting to note the curious candor of the Administration's own economic wizards. One of them, after LBJ's anti-inflation proposals were made public, told a nationwide TV audience that a tax raise would probably be needed before the end of the year. Then he attempted to explain why easy money and curtailment of productive capacity expansion is the way to head off inflation. He observed, "the question is political, not economic. We probably worry too much." The gentlemen's comment may make it into the anthologies of quotations right along side Keynes' remarkable insight into the nature of political decisions on economic matters: "In the long run, we're all dead."

The fact that the Administration economist was right on both counts in no manner alters the thin and fact-free public dialogue over what should be done to counter inflationary pressure.

This paper checked with many rail leaders for a reaction to the Administration's proposal. Few pretend to understand the new economics that government spokesmen say will make prosperity more of a push-button affair.

View of an expert

Leif H. Olson, senior vice president and economist of the First National City Bank, New York City, had this to say about the Administration's anti-inflation proposals: "The feeling that something had to be done about inflation forced the Administration to propose suspension of the investment tax credit. Unfortunately, this measure strikes at areas of our economy far removed from causes of most of the inflation. Indeed, one of the reasons we have had such good price performance in this recent expansion, is that expansion of plant and equipment started before demand had overtaken capacity. Capital investment leads to higher productivity, which is needed."

Exactly. Railroad men shudder to think of what present equipment shortages would be like if the investment tax credit had not made record additions to the car fleet possible since 1963. Suspension of the investment tax credit will act as a brake upon the rate at that which railroads can expand capacity. With demand continuing to rise, there will be serious consequences for a broad range of other industries inasmuch as rail transportation is a basic input to praetically all that is grown, mined or manufactured in the U.S.

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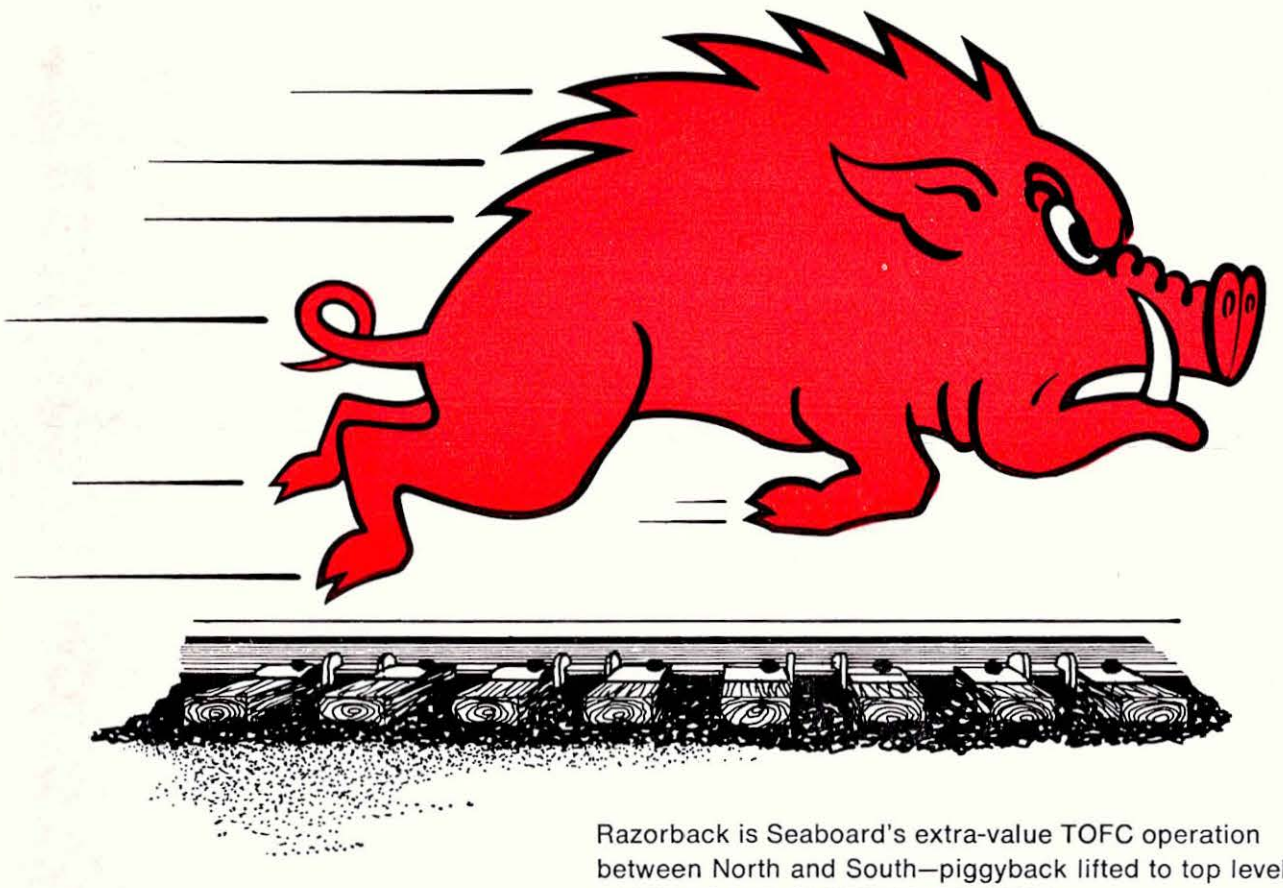

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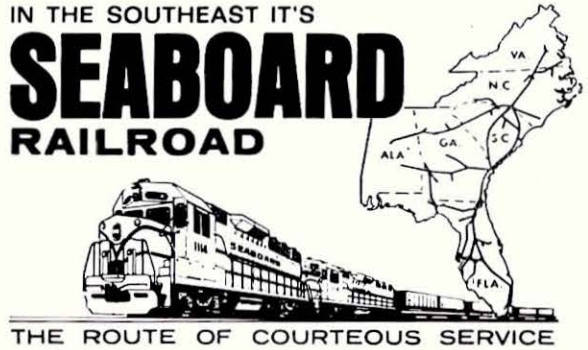

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